



Ontario Creates

Annual Report 2020 | 2021

Ontario Creates is an agency of the provincial government that acts as a catalyst for economic development, investment and collaboration in Ontario's creative industries, including the film, television, interactive digital media, music, book and magazine sectors, both domestically and internationally. Through targeted programs and services, support for innovation, and by leveraging public and private partnerships, we build the creative industries' capacity and competitiveness to deliver award-winning content for audiences worldwide.

Table of Contents

1	By the Numbers	34	Ontario's Creative Industries Tax Credits
2	Strategic Plan	35	2020-21 Program Recipients
3	Message from the Chair and the President & Chief Executive Officer	51	Board of Directors
6	Screen-based Industries <ul style="list-style-type: none">• 2020: Ontario's Film & Television Industry Shows Resilience Amidst Pandemic p. 6• Ontario Film Commission p. 14• Interactive Digital Media p. 17	52	Operational Performance, Outcome and Output-based Measures
20	Music industry	54	How Risk Events and Other Significant Factors Experienced by the Agency Impacted Results
25	Publishing industries <ul style="list-style-type: none">• Books p. 25• Magazines p. 29	56	Ontario Creates 2020-21 Performance Measures
31	Industry Development Program	63	Management's Responsibility for Financial Statements
32	Cross-sector Collaboration	64	Independent Auditor's Report
32	Business and Market Intelligence	66	Statement of Financial Position
33	Service Excellence	67	Statement of Operations & Changes in Net Assets
		68	Statement of Cash Flows
		69	Notes to Financial Statements
		76	Supplemental Information (unaudited)



175 Bloor Street East
South Tower, Suite 501
Toronto, Ontario M4W 3R8

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Twitter: @OntarioCreates

Facebook: Ontario Creates

YouTube: Ontario Creates

Instagram: ontariocreates

LinkedIn: Ontario Creates

Email: reception@ontariocreates.ca

ontariocreates.ca

416.314.6858

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By the Numbers

• \$7 BILLION +

Contributed to Ontario's GDP from Ontario Creates-supported creative industries*

• 65K JOBS

Generated by Ontario Creates-supported creative industries*

• \$3 MILLION +

In funding that flowed ahead of schedule for COVID-19 support

• 15:1 LEVERAGE VALUE

Additional production/product spending for each tax credit dollar

• 800,000 SQUARE FEET

New studio space facilitated by Ontario Creates for film production

• 129 INTERNATIONAL MARKETS

Attended by companies supported by Ontario Creates

* Source: Ontario Creates Analysis from Statistics Canada [2019 *Culture Satellite Account* data]

As a government agency, Ontario Creates is committed to managing our resources responsibly and effectively, so we welcome your comments.

Please send your feedback on this report to reception@ontariocreates.ca or call 416.314.6858.

Strategic Plan

Early in the fiscal year 2017-18, Ontario Creates released a new strategic plan outlining our framework for 2017-18 through 2021-22.

Our vision is of an Ontario where our creative industries are globally leading and competitive, celebrate Ontario's cultural vitality, and drive economic growth and development for the province. Ontario Creates will contribute to this vision by being a catalyst for economic development in Ontario's creative industries and through investment, promotion and facilitation of innovation and collaboration, both domestically and internationally.

The following strategic goals form the pillars of the plan. The examples demonstrate how Ontario Creates achieved these goals in 2020-21:

Stimulate Economic Growth and Employment

- In 2020-21, the tax incentives administered by Ontario Creates were valued at \$689,604,944.
- With the support of Ontario Creates, Ontario's film and television industry worked on 232 productions in 2020 and contributed \$1.5 billion to Ontario's economy in 2020. Even while navigating the challenges of COVID-19, the industry supported 29,667 high-value, full-time equivalent direct and spin-off jobs.
- In 2020-21, projects supported through IDM Fund and Film Fund generated 24,415 weeks of work in Ontario.

Promote the Industries

- The virtual **33rd annual Trillium Book Award**, Ontario's premier prize in literature celebrating the province's vast writing talent, generated 59.5 million media impressions.
- In 2020-21, Ontario Creates' Los Angeles office generated 112 leads that resulted in \$969 million in production realized in Ontario.
- Ontario Creates led a virtual trade mission to Germany for Interactive Digital Media Companies on November 25 - 27, 2020, in partnership with Creative BC, Medienboard Berlin-Brandenburg, and the Trade Commissioner Service of Canada. The trade mission brought a delegation of 34 Canadian interactive digital media (IDM) companies together with their German counterparts.

Encourage Collaboration and Innovation

- Ontario Creates launched the **Shop. Stream. Support.** campaign to help Ontario-owned companies and artists reach consumers and get back on track after months of marketplace closures and the cancellation of live events and festivals.
- In 2020-21, Ontario Creates launched **Ontario Green Screen**, a collaborative initiative between the agency, industry partners, unions, guilds, trade associations, and companies endeavouring to make lasting change in the film and television industry, and to empower individuals, production companies, and studios to make sustainable choices.
- Ontario Creates launched **Ready to Roll**, an online resource that provided relevant and timely updates on the reopening of Ontario's film industry.

Message from the Chair and the President & Chief Executive Officer

The Honourable Lisa MacLeod
Minister of Heritage, Sport, Tourism and Culture Industries

Dear Minister MacLeod,

On behalf of Ontario Creates, we are pleased to submit our 2020-21 Annual Report.

It goes without saying that 2020-21 was a challenging year for Ontario's creative industries. From halted productions to the complete shutdown of the live music industry, the business environment was drastically altered by the far-reaching consequences of the pandemic. Given these challenges, Ontario Creates is extremely proud of how the agency was able to adapt our services and supports, deliver innovative strategies to mitigate the immediate impacts on businesses, and act as a catalyst and partner for the creative industries as they began to recover and rebuild.

The agency and its staff pivoted quickly to a remote work model, successfully ensuring the continuity of our programs and services in a new virtual environment. Through initiatives like streamlined business processes for the review of tax credit applications, fast-tracking of payments, and additional flexibility in program parameters, we were able to provide timely and effective support to Ontario's content creating companies that allowed them to adapt to the rapidly evolving business conditions, remain competitive in the international marketplace, and respond with innovation and creativity to the challenges - and opportunities - of the new normal.

Ontario Creates was also successful in laying the groundwork for a strong recovery. The agency played a leading role in getting the film and television industry back on its feet through initiatives like **Ready to Roll**, which provided timely information to help the industry navigate re-opening safely and promoted Ontario's capacity and readiness to international partners that led to record-breaking levels of production within months of re-opening. Our continued commitment to sustainability, workforce development, infrastructure development, and capacity-building continue to position Ontario as a leader, poised for long-term success.

While international travel remained grounded throughout 2020-21, our successful shift to virtual business development initiatives ensured that Ontario companies continued to make new business connections and nurture important international relationships. Building on our own strong network of organizational partnerships, for instance, Ontario Creates led a **digital trade mission to Germany** that helped bring Ontario and B.C. companies together to meet, network, and conduct key business with their European counterparts.

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The lessons learned during COVID-19 will be invaluable to the agency and Ontario's creative industries alike, moving forward. Key takeaways include new ways of doing business, delivering programs/events, and new ways of reaching audiences. In the book and magazine publishing sectors, traditionally in-person events and conferences like **Word on the Street** and **MagNet** adapted successfully to engaging virtual formats. Initiatives like **Music Together** matched Ontario Creates support with industry funding to compensate over 300 artists for online performances – showcasing new and familiar talent when audiences needed music in their lives more than ever. The agency demonstrated the importance of flexibility and responsiveness in real-time; allowing the companies we support to remain nimble in the face of the unknown.

As Ontario's creative industries move from mitigation to recovery, Ontario Creates remains committed to providing efficient and timely service delivery to our stakeholders. By providing critical business intelligence to navigate emerging market challenges, by ensuring streamlined business processes that improve efficiency and productivity, and by designing modern, innovative programs, Ontario Creates will continue to deliver relevant and effective support to drive growth and employment in Ontario's thriving creative industries.

We are grateful for the confidence the government continues to place in Ontario Creates, and we are proud that this document highlights the success stories from across Ontario's creative industries during a challenging year; successes that were made possible thanks to investment by the Province, through Ontario Creates.

Finally, we would like to thank our outgoing board members for their incredible work. Their extraordinary contributions of time, expertise, and leadership added tremendous value and were greatly appreciated by staff and industry alike.

Sincerely,



Aaron Campbell
Chair



Karen Thorne-Stone
President & CEO

2020-21: The COVID-19 Context

In 2020-21, the impact of the COVID-19 pandemic was felt across all of Ontario's creative industries.

Almost universally, revenues were in decline in the creative sectors, partly fueled by reduced capacity to create content, the loss of contracts (and the inability to secure new business deals), reduced sales, and unexpected business expenses related to COVID-19. In the live music sector, for example, earnings estimates dropped by over 75 per cent from pre-pandemic projections. Data from the Association of Canadian Publishers projected that the sector would experience at least a 40 per cent drop in revenue compared to 2019.

These revenue declines were coupled with issues relating to sunk costs - many companies have lost money on projects that have now been cancelled or halted or that had to be significantly revised. In many cases, these costs are not recoupable. A Nordicity study from April 2020 on the impact of COVID-19 on the Canadian screen-based media production sector estimated that between March-June 2020, \$2.5 billion in screen-based media production volume would be at risk of either disruption or permanent loss.

This overall revenue decline, and in some cases, the inability to fully transition to remote work, meant that many companies/organizations had to make significant layoffs. These layoffs disproportionately affect freelance workers and others operating in the gig economy, particularly performing artists. Magazine publishers needed to let go of staff in the face of lost revenue, many of whom may not be brought back to work. In cases where staff were not let go, employees are still seeing work hour reductions.

Travel restrictions and the cancellation of international market development activities negatively affected business networking, development of new contracts, international sales, and the ability to reach existing and new audiences and resulted in reduced opportunities for market access. Through a study published by Interactive Ontario, Ontario IDM companies identified a number of key issues impacting their work, with almost half saying that they have seen a loss of business development opportunities due to partners and stakeholders facing their own COVID-19 related difficulties. Thirty-four per cent also flagged major markets being cancelled, and 30 per cent identified a decrease in sales due to loss of advertising budgets and decreased purchasing power of consumers.

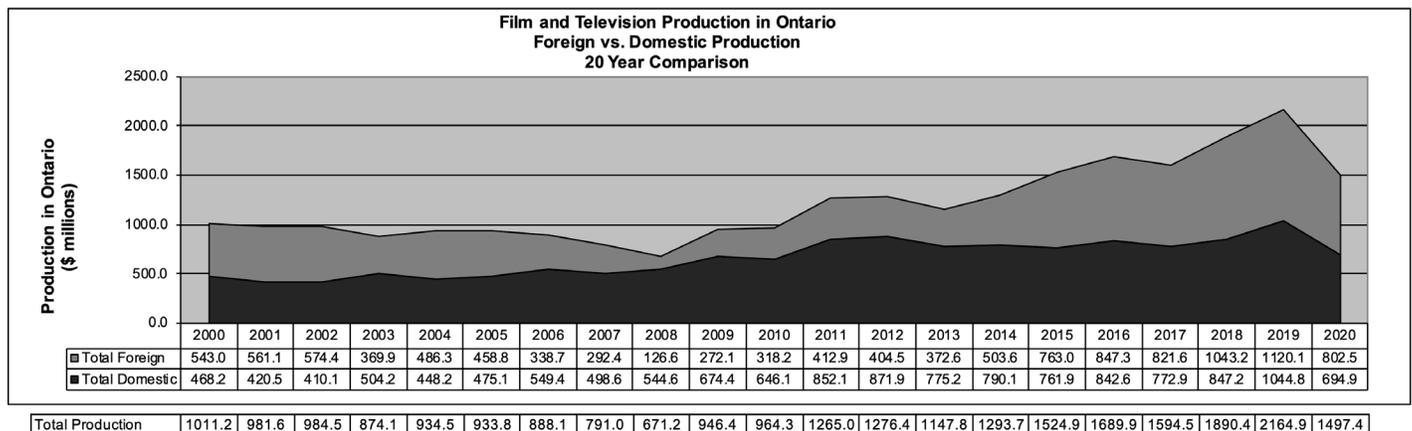
Finally, the closure of physical stores and live events/venues significantly reduced consumer spending on products and experiences across sectors; the publishing industries have been particularly impacted by the closure of physical stores and the music sector has been profoundly impacted by touring and performance restrictions. Many live music venues, companies and artists are at high risk of failure as social distancing measures continue.

As part of its COVID-19 response, the agency implemented a series of changes and new measures intended to provide immediate relief to companies. These included: increased program flexibility, amended deadline dates, fast-tracked milestone payments to relieve immediate cash flow issues, deferral of tax credit administrative fees, expedited tax credit reviews where possible, considered and approved time-sensitive industry initiatives in response to COVID-19, as well as significant changes to programs to the Export and Global Market Development Funds to facilitate participation in virtual activities and events that facilitate international business and audience development. Moreover, the agency either pivoted events toward a virtual delivery (Trillium Book Award, Breakfast Panel Sessions) or developed new virtual initiatives like **Shop. Stream. Support** and **Music Together** to continue to showcase great made-in-Ontario content.

2020: Ontario’s Film and Television Industry Shows Resilience Amidst Pandemic

Ontario’s film and television industry worked on 232 productions in 2020 and contributed \$1.5 billion to Ontario’s economy in 2020. While navigating the challenges of COVID-19, the industry supported 29,667 high-value, full-time equivalent, direct and spin-off jobs. Due to COVID-19, Ontario was only open for normal production from January to February 2020 and all live-action production was shut down for approximately four months during Ontario’s typical peak shooting season. As a result, film and television production spending decreased 30.8 per cent as compared to 2019. Production activity had a strong return in the fall, exceeding live production volume and spending of any previous fall on record. This was driven by a stable regulatory framework and adherence to robust health and safety protocols.

There were 85 fewer domestic productions in 2020, and the number of service productions decreased by 26. Foreign and domestic production spending decreased by 30 per cent each, with the most significant impact falling on independent domestic feature film production. Animated production remained stable in 2020 compared to the three years prior, with domestic animated production expenses slightly outpacing foreign animated production. Ontario’s Animation, VFX, and post-production studios remained open throughout the year, implementing new work-from-home workflows and technologies.



The chart above represents productions shot in Ontario which have received facilitation services and/or applied for tax credits from Ontario Creates

Film and Television

The **Film Fund**, including Production and Development streams, increases domestic feature film production in Ontario and provides support to Ontario producers for feature film projects.

Film Fund

- \$5.8M invested
 - 83 projects supported
-

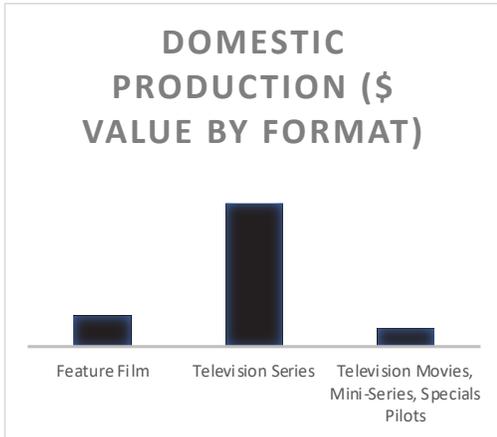
Supporting Film and Television

The **Diversity Enhancement Fund** provides an additional \$1.3 million to films meeting the provincial definition of diversity, including ancestry, culture, ethnicity, gender identity and expression, language, physical and intellectual ability, race, religion, sex, sexual orientation, and socio-economic status. Non-traditional coproduction partners and jurisdictions were also considered.

The **Export Fund – Film and Television** provides eligible Ontario producers with funding to pursue strategic export development activities that support company growth and produce measurable business development results, including participation in virtual and in-person international market events and meetings, marketing materials for international sales opportunities, and staff and operations costs. Throughout the COVID-19 pandemic while travel restrictions were in place, travel to, and participation in industry events organized by third parties was not required.

Tax credits: The **Ontario Film and Television Tax Credit (OFTTC)**, **Ontario Production Services Tax Credit (OP-STC)**, and **Ontario Computer Animation and Special Effects Tax Credit (OCASE)** provide critical investment to domestic and international film and television production and post-production in Ontario, including animation and visual effects.

Film and TV Production Activity in Ontario for the 2020 Calendar Year

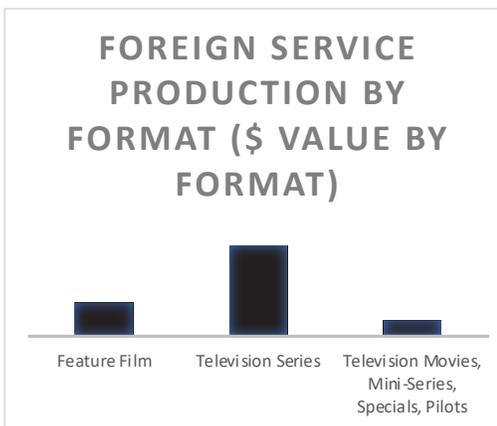


Television Series¹: \$511,200,000

Feature Film: \$113,100,000

TV Movies, miniseries, specials, pilots²: \$70,600,000

TOTAL: \$694,900,000

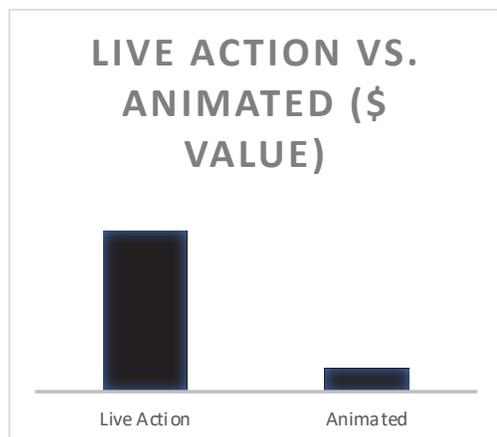


Television Series¹: \$519,800,000

Feature Film: \$189,200,000

TV Movies, miniseries, specials, pilots²: \$93,400,000

TOTAL: \$802,500,000



Live Action: \$1,303,700,000

Animated: \$193,700,000

TOTAL: \$1,497,400,000

Production Statistics for the industry are generated annually by Ontario Creates. Data represents expenditures of all productions using Ontario Creates-administered incentives and services including Film Fund, Tax Credits and Film Commission. Data does not include television commercials, corporate videos, music videos, or broadcaster in-house production. Data reflects annual production spend (labour, goods and services) in Ontario only, which may not be the total project budget. There may be productions that were shot in Ontario that are not included in these totals due to the timing of project applications.

Ontario Creates at TIFF 2020

Due to the challenges of the COVID-19 pandemic, the **2020 edition of the Toronto International Film Festival (TIFF)** pivoted to a mix of digital and in-person offerings tailored for distancing with drive-ins and 50 person limits in cinemas. Running from September 10-20, 2020, TIFF digitally welcomed registered delegates from 69 countries, including key international and domestic producers, talent, sales agents, buyers, programmers, filmmakers, promotional agencies, and other industry professionals. Support from Ontario Creates allowed for a robust 2020 Industry Conference, which delivered 35 virtual sessions and 114 speakers.

Although the annual Celebrate Ontario networking event was cancelled due to COVID-19, Ontario Creates had a strong virtual presence at TIFF, including two Film Fund-supported films in the main screening program: *Falling* (a Canada-UK coproduction produced by Scythia Films and starring Viggo Mortensen) and *Akilla's Escape* (produced by Jake Yanowski and Charles Officer's Canesugar Filmworks).

Because the overall size of TIFF needed to be reduced, the festival ran a 'TIFF Selects' program where they highlighted additional films for buyers that, should the festival have been its usual size, would have been selected. There were two Film Fund-supported films in the TIFF Selects program: *Like a House on Fire* and *The Kid Detective*, both from Woods Entertainment.

On September 12, 2020, as part of TIFF's official Industry Program, Ontario Creates presented a coproduction panel case study on *Falling*, with panellists Viggo Mortensen, Ontario producer Dan Bekerman, and UK producer Chris Curling.

The 15th edition of Ontario Creates' **International Financing Forum (iff)** took place on September 13 and 14, 2020 in an all-digital format. iff is Ontario Creates' key business-to-business event that gives film producers from Ontario, and around the world, the opportunity to meet with executives in distribution, finance, studios, and more. This is an important event for producers looking to secure financing for upcoming projects. The 2020 event featured a diverse list of producers and a stellar contingent of executives, including Amazon Studios, StudioCanal, the Match Factory, and many more.

An article in The Globe and Mail summed up the success of the virtual adaption of iff:

"During a normal TIFF there are so many distractions, and while I wouldn't substitute online meeting rooms for in-person conversations, you had the full attention of people," said William Woods, Woods Entertainment. "And the roster of attendees – Amazon, Universal, StudioCanal – speaks for itself."

- *TIFF 2020: How virtual business really went down during an unprecedented Toronto film festival*
by Barry Hertz, September 23, 2020

The Ontario Film Commission hosted a digital stand promoting Ontario films at TIFF. This was part of TIFF's Shift72 platform. In addition, Ontario Creates hosted conference programming, the **Ready to Roll** campaign, Film Commission Services, and the launch of the **Ontario Green Screen** initiative.

On the National and International Stages

While COVID-19 travel restrictions remained in place for 2020-21, Ontario Creates provided ongoing support to companies engaging in virtual international marketplaces and other national and international business development initiatives. Through the Export Fund – Film and Television, Ontario Creates assisted 95 companies with further development of their presence on national and international stages.

The Ottawa International Animation Festival (OIAF/TAC) was held virtually between September 23-27, 2020. Ontario Creates participated in two panel sessions for industry attendees and supported the industry programming. Held every September, the OIAF presents the world's most cutting-edge, quirky and important animation. The festival included a business and professional development marketplace where Ontario producers connected with animators from around the globe.

Ontario Creates supported the **20th Annual Reelworld Film Festival (2020)** Emerging 20 program, held October 14-19, 2020. Reelworld launched "Access Reelworld," a database of BIPOC creators, and Ontario Creates supported the marketing campaign for the project, including television commercials. Reelworld is the oldest and largest national platform dedicated to changing the face of the media landscape by empowering and showcasing Canadians identifying as Black, Indigenous, Asian, South Asian, Middle Eastern, and Latinx in the Canadian screen-based productions industries. Ontario Creates was proud to support it.

Ontario Creates partnered with Telefilm Canada on a virtual presence at three key markets: **Annecy International Animation Film Festival and Market (MIFA)** (June 15-30, 2020), **Cannes International Film Festival** (June 22-26, 2020), and **Sunnyside of the Doc** (June 22-25, 2020).

The **Cannes International Film Festival** held a virtual Marche June 22-26, 2020. Ontario Creates had a presence on the Canada Stand and partnered with the New Zealand Film Commission to host a coproduction case study panel featuring the Film Fund-supported *Night Raiders*. Another Film Fund-supported project, *Falling*, directed by Viggo Mortensen, was a Cannes Official Selection.

Ontario Creates sponsored the **Canadian Media Producers Association's virtual Prime Time Conference** in Ottawa (January 28 to February 10, 2021). The Ontario Film Commission moderated a virtual panel showcasing the **Ontario Green Screen** Initiative.

Success Story: *Night Raiders*

Night Raiders (Alcina Pictures, Uno Bravo), directed by Danis Goulet and starring Elle-Máijá Tailfeathers and Brooklyn Letexier-Hart, is a science fiction apocalyptic film set in 2044. The film follows a Cree woman who joins a resistance movement to the military government to save her daughter.

This production is an example of a successful coproduction between Canada and Aotearoa New Zealand. In addition to the support from the Film Fund, Ontario Creates supported a mentorship initiative that effectively created an Indigenous values-focused process in the production, building meaningful capacity within the Indigenous Community and honouring the Cree language and culture in the film.

Testimonials

"Our projects have benefited greatly from Ontario Creates and the Film Fund. In the case of our latest film, *Alice, Darling*, the Film Fund was not only an integral part of our financing, but the support and enthusiasm we received from the Ontario Creates team was incredibly meaningful to us—they are true champions of indie producers and the assistance we received meant we could focus on the creative elements and supporting our writer, director, talent, and creative heads of department."

- **Babe Nation Films**

"The support received from Ontario Creates in development for *The Retreat* helped us finalize the script, casting and packaging which ultimately tipped us into production. The production support from Ontario Creates ultimately helped get *The Retreat* and *Polaris* made!"

- **Alyson Richards, Producer**

"Thanks to the support of the Film Fund, auteur filmmaker Michael McGowan was able to film Miriam Toews' internationally renowned novel, *All My Puny Sorrows*, in his home province of Ontario. Ontario Creates' support gave the project the financing required to safely roll cameras at the beginning of the pandemic, when many other independent feature films remained grounded. Starring Ontario-born leading actors, Alison Pill and Sarah Gadon, *All My Puny Sorrows* is a drama about two sisters, which is at times tragic, yet uplifting and deeply insightful into the human condition. *All My Puny Sorrows* will premiere at the Toronto International Film Festival in September 2021."

- **Tyler Levine, Producer**

Ontario Productions Lead the Way at 72nd Annual Primetime Emmy Awards

Ontario was well-represented at the **72nd Primetime 2020 Emmy Awards**, honouring the best in primetime television.

The Ontario winners were led by *Schitt's Creek* (Not A Real Company Productions, Pop TV), winner of nine Emmy Awards:

- Outstanding Comedy Series
- Outstanding Lead Actress in a Comedy Series
- Lead Actor
- Supporting Actor
- Supporting Actress
- Outstanding Writing in a Comedy Series
- Outstanding Directing in a Comedy Series
- Outstanding Casting for a Comedy Series
- Outstanding Contemporary Costumes

The Handmaid's Tale won one Emmy Award:

- Outstanding Production Design for a Narrative Contemporary Program (One Hour or More)

Vikings won one Emmy Award:

- Outstanding Special Visual Effects in a Supporting Role

Ontario Creates at the Canadian Screen Awards

At the **2021 Canadian Screen Awards (CSAs)**, Ontario Creates-supported films had over 70 CSA nominations across film, digital and television categories. The awards were presented by the Academy of Canadian Cinema and Television as a seven-part series of genre-based presentations. The ceremony streamed live on the Academy website and its Twitter and YouTube channels from May 17-20, 2021. Nominations were announced on March 30, 2021.

In the television category, Ontario Creates-supported *Schitt's Creek* (six CSAs wins); *Baroness von Sketch Show* (four CSAs wins); *Cardinal* (three CSAs wins); *Kim's Convenience* (three CSAs wins); *Vikings* (two CSAs wins) were winners.

Selected Ontario Creates-supported 2021 winners are:

• *Akilla's Escape*:

Original Screenplay
Achievement in Casting
Achievement in Sound Mixing
Achievement in Sound Editing
Achievement in Cinematography

• *Funny Boy*:

Achievement in Direction
Achievement in Music – Original Score
Adapted Screenplay

• *Sugar Daddy*:

Performance by an Actor in a Supporting Role
Achievement in Music – Original Song

• *Happy Place*:

Performance by an Actress in a Supporting Role

• *Toxic Beauty*:

Best Direction, Documentary Program

• *Once Were Brothers: Robbie Robertson and the Band*

Best Sound, Non-Fiction

• *Bit Playas*:

Best Web Program or Series, Fiction

Ontario Film Commission

Ontario Creates' **Ontario Film Commission** promotes the Province to generate investment in the film and television industry, build capacity, increase competitiveness, and allow for long-term industry viability. The Commission develops and manages critical business relationships with producers, service providers, vendors, and stakeholders, including trade associations and other organizations. The Commission also spearheads valuable capacity-building initiatives to create consistent and responsible industry growth.

The Commission provides complimentary location scouting and facilitation services to producers considering Ontario for shooting and post-production.

In 2020-21, Ontario Creates' production consultants continued to provide film and television projects with bespoke location-image packages and jurisdictional advice, using comprehensive location libraries, which are managed in-house by a team of location experts. While COVID-19 undoubtedly had a significant impact on the film and television industry in Ontario, the industry has demonstrated tremendous resilience. Through collaboration and strategic public and private partnerships, Ontario Creates worked alongside a variety of industry partners to ensure the industry was able to get up and running safely and securely.

Ontario Creates, in partnership with the City of Toronto, maintains a full-time presence in Los Angeles, to provide on-the-ground marketing to attract production to Ontario, to act as a direct link to the Province's regional film contacts, and to support Ontario's screen-based content creators. In 2020-21, Ontario Creates' Los Angeles office generated an impressive 112 leads that led to \$969 million in production for Ontario.

Capacity Building and Sustainability

Ontario Green Screen is a collaborative initiative between the government, industry partners, unions, guilds, trade associations, and companies. Together, these partners endeavour to make lasting change in the industry and to empower individuals, production companies, and studios to make sustainable choices. As of 2020-21, a total of 19 partners joined the initiative, which is co-chaired by Ontario Creates' Film Commissioner. In 2020-21, Ontario Green Screen delivered an online Climate and Sustainable Production Education training course, training film and television workers on the fundamentals of climate change and sustainable production practices. An impressive 200 film and television workers have taken this training to date. Ontario Green Screen also launched an online Carbon Calculator tool allowing users to streamline the process of inputting and collecting data to calculate carbon impact.

The Film Commission continues to broker key relationships among investors, developers, studio operators, and production planning executives to build a business case for soundstage growth in multiple communities across Ontario, including Ottawa, Pickering, Hamilton, Mississauga, and Toronto. In 2020-21, the Ontario Film Commission continued to seek new soundstage space to meet production demand. Working closely with other venue operators, the agency accepted and analyzed soundstage applications from convention centres and was able to successfully increase capacity and an additional 800,000 square feet of studio space was made available.

Supporting a Return to Work

As the film and television industry grappled with the challenges of COVID-19, Ontario Creates stepped up to ensure the industry had the resources and tools available to navigate a safe reopening. Ontario Creates helped develop the **Section 21 Health and Safety Guidelines**, through the Section 21 Film and Television Health and Safety Advisory Committee. To do this, Ontario Creates worked alongside unions, guilds, and employers to help develop solutions to assist the film and television industry with reopening and a return to work.

At the same time, Ontario Creates launched **Ready to Roll**, an online resource providing relevant and timely updates on the reopening of Ontario's film industry. Ready to Roll included the latest information on regulations, the framework for reopening, health and safety guidance, PPE and COVID-19 testing information, travel and border restrictions, available government support, and it also included information on studio space, film workers, and other key resources.

To ensure regional equity, the Ontario Film Commission continued to play an important role in regional trouble-shooting. The Ontario Film Commission hosted weekly regional roundtables with the key filming regions from across the province to discuss important topics concerning the industry, including workforce development, studio development, green production, and new modes of production, as well as share information regarding regulatory updates.

Testimonials

"Ontario Creates was a major asset to our shoot of *The Marsh King's Daughter* in the Toronto area. Anytime we had any issues from a locations or production logistics standpoint, we could count on the team to help problem solve whatever we were facing and help our production continue running smoothly. Thank you to Justin in Toronto and Marc in Los Angeles for all of the help."

- **Michael Heimler**, *Head of Production and Finance, Black Bear Pictures*

"At no other time in earth's species' history has the evidence of the disastrous effects of human-related climate change, and our existential requirement to act faster and further in combating its impacts, been more pronounced than today. We are proud to stand with Ontario Creates and our stakeholder colleagues in building up the Ontario film and television industry's resilience and capacity to effect change through the resources, tools and collaboration found in the **Ontario Green Screen** initiative."

- **David Hardy**, *Vice President of Sustainability and Stakeholder Affairs, William F. White International*

Production Guide

Ontario Creates' *Ontario Production Guide* continued to be a valuable resource for companies and users filming in Ontario. Enhanced functionality has improved the overall user experience and now allows users to list and search for environmentally sustainable goods and services. This service is complimentary to listing companies and users and remains the most comprehensive guide for Ontario.

Locations Library

Despite the impact of COVID-19, property owners from across Ontario continued to submit locations to the **Ontario Locations Library**. In addition to strengthening the already robust locations offering from Ontario Creates, the additional locations created potential revenue streams for Ontarians at a time when opportunities for extra income were scarce.

In 2020-21, the Film Commission added new regional locations to the Ontario Locations Library by conducting photography blitzes in London and Brantford.

- 18,734 visits to the Ontario Locations Library website
 - 220 image packages created
 - 7,071 new images added in 2020-21
-

Success Story: *The Queen's Gambit*

The Queen's Gambit, filmed in Cambridge and surrounding areas, aired its first season in October 2020 on Netflix. The period drama, starring Anya Taylor-Joy, follows the life of orphan chess prodigy, Elizabeth Harmon, during her quest to become an elite chess player.

The series received 47 nominations for major awards, including 18 Primetime Emmy Awards nominations.

Interactive Digital Media

In 2019, Ontario's interactive media industry contributed \$3.7 billion to Ontario's GDP and accounted for 25,671 jobs. According to a study by Interactive Ontario, the IDM industry in Ontario consists of 929 companies, with almost half of those companies employing five or fewer staff. Notably, the IDM industry in Ontario is export-focused – over 90 per cent of the revenues earned by Ontario's IDM companies on average is export revenue, with total international exports exceeding \$447 million in 2018.

In 2020-21, the IDM Fund underwent a program review process. Program updates, including separate program streams in Production and Concept Definition for Interactive Content (Non-Linear) and Video Content (Linear), and increasing flexibility around activities supporting discoverability and commercialization, will be implemented in 2021-22.

IDM Fund

- \$8.9M invested
- 112 projects supported

Supporting Interactive Digital Media

IDM Fund: Concept Definition provides support for early-stage activities that will assist the applicant company in moving towards the production of a market-ready content project.

IDM Fund: Production provides IDM content creators with funding for high-quality, original interactive digital media content projects.

IDM Fund: Global Market Development provides funding to companies for activities that support company growth and produce measurable business and market development results, including participation in virtual and in-person international market events and meetings, marketing materials for international sales opportunities, and staff and operations costs. It should be noted that throughout the COVID-19 pandemic while travel restrictions were in place, travel to and participation in industry events organized by third parties was not required.

IDM Fund: Marketing Support is designed to increase the visibility and financial viability of projects that receive production support through the IDM Fund.

IDM Fund Futures teaches business, marketing, and pitching skills to up-and-coming digital media creators and those transitioning to digital from traditional screen content. WIFT-T, Hand Eye Society, and Interactive Ontario ran the 2020-21 courses.

The **Ontario Interactive Digital Media Tax Credit (OIDMTC)** supports the development of interactive digital media products created in Ontario.

Programming and attendance at key industry events

Ontario Creates led a **virtual trade mission to Germany for Interactive Digital Media Companies** on November 25-27, 2020. The mission was done in partnership with Creative BC, Medienboard Berlin-Brandenburg, and the Trade Commissioner Service of Canada to bring together a delegation of Ontario-British Columbia IDM companies. Thirty-four companies participated in this mission, which was held to facilitate collaboration and business development opportunities between Ontario, B.C., and German companies working in IDM content creation.

Gamescom/Devcom is the world's largest game festival and normally takes place in Cologne, Germany. In 2020 it was conducted online from August 18 to 30. Ontario Creates hosted a booth in the virtual Canada Pavilion and hosted a well-received virtual pitch session to publishers and distributors. Ontario Creates supported several companies in attending the consumer-facing portion of the market, and the 3D environment led to excellent interactions and audience connections.

The **Ryerson Entertainment Conference (REC21)** is an Ontario Creates-supported, student-run conference at Ryerson University that aims to bridge the gap between commerce and creativity. Ontario Creates participated in a digital media panel as one of this year's events.

Ontario Creates participated in B2B meetings for the Ontario Creates-supported **WebSeries Canada: Connect Events** on July 9, 2020, December 3, 2020, and March 4, 2021.

Success Story: *Culture Magazin*

Founded in 2014, *Culture Magazin* is the first-ever bilingual English-Vietnamese magazine in Canada promoting and respecting the cross-cultural connection of Canada and Vietnamese cultures. Their mission is to inform, promote, and enable the exchange of Canadian and Vietnamese cultures and values through well-researched and high-quality content about culture, fashion, beauty, and lifestyle.

With the support of Ontario Creates' IDM Fund, they were able to transform their business from a small Vietnamese community magazine into a large-scale digital publication with 320,000 readers across North America.

"Through the assistance of Ontario Creates, we were able to grow the YouTube channel very quickly and have amassed over 2.5 million views with over 15,000 subscribers to date."

- **Brandon Pham**, Marketing and Advertising Manager, *Culture Magazin*

Success Story: *Chivalry 2*

Supported by IDM Fund: Production, *Chivalry 2* is a multiplayer first-person game inspired by epic medieval movie battles. Players are thrust into the action of every iconic moment of the era - from clashing swords, to storms of flaming arrows, to sprawling castle sieges, and more. Billed as an epic cinematic experience, the game offers massive 64-player battlefields and enhanced customization abilities.

Testimonials

"Our experience working with the IDM Fund: Marketing Support program has been incredible. It has allowed us to flex our creativity, business strategy and marketing efforts in ways that would not have been feasible without this support. It has allowed us to maintain working relationships with contractors including copy writers, designers, editors, analysts, photographers, and talent. We are confident that our efforts and expenditures through this program have opened doors to new business and industry recognition."

- **Charles Lubiniecki**, Co-Owner, *Border2Border Entertainment*

"Our IDM Fund: Concept Definition project on *Pekoe* has enabled Kitten Cup to build a recognizable brand within the indie games community as well as on social media. The prototype has also allowed us to participate in unique online networking events, an invaluable opportunity due to the global pandemic, and access more funding opportunities in the future through professional networking. Working on the prototype has provided valuable experience in learning how to start up and run a small business and game studio, and has benefitted the growth of Kitten Cup Studio as a company within the Ontario video game industry."

- **Saffron Bolduc-Chiong**, Creative Director, *Kitten Cup Studio*

"Working with Ontario Creates continues to be an enormous point of pride for Bloom Digital Media. Ontario Creates funding provides us with necessary runway to innovate, create, and produce our best work. *Later Daters* breaks new ground for us as a team and we are extremely proud of its success to date!"

- **Miriam Verburg**, CEO, *Bloom Digital*

Music

Ontario is a major centre for Canada's music industry. The Ontario sound recording and music publishing industry contributed \$346 million to Ontario's GDP and accounted for 3,700 jobs in 2019. It is estimated that live music companies in Ontario generate upwards of \$600 million annually.

Music is an export-focused industry. Ontario exported over \$312 million in sound recording products and music publishing in 2018.

Ontario Music Investment Fund (OMIF) 2020-21

- \$6.1M invested
 - 136 projects supported
-

Supporting Music in Ontario

Ontario Music Investment Fund (formerly, Ontario Music Fund) was formally launched in 2020-21. OMIF provides targeted economic development investment to the province's vibrant and diverse music industry, supports Ontario music companies with strong growth potential to maximize return on investment, and creates more opportunities for emerging artists to record and perform in Ontario.

OMIF provides support through three program streams: **Music Creation, Music Industry Initiatives (and the Global Market Development for Music Managers sub-stream)**, and **Live Music**.

COVID-19 Context:

The COVID-19 pandemic had a significant impact on Ontario's music industry. The live music sector was especially hard-hit, with performance grinding to a halt and numerous venues being forced to close. It has been predicted that global music revenue will drop by 25 per cent in 2020 due to COVID-related fiscal and operational challenges. The majority of this is tied to the live music sector, with earnings estimates dropping by a devastating 75 per cent from pre-pandemic projections.

To mitigate the disproportionate impacts on Ontario's music industry, Ontario Creates had to act quickly, fast-tracking nearly \$2M in funding to the music industry in the early months of the pandemic, when help was so urgently needed. Ontario Creates has continued to work with the industry to offer flexible support so Ontario companies can be nimble, think outside the box, and adapt to the challenges and opportunities arising from the global pandemic.

Ontario Creates is proud of the investments made in this important sector; both investments made through the OMIF, and investments made through initiatives like **Music Together**, which matched industry funding to compensate over 300 artists for online performances showcasing new and familiar talent when the world needed music more than ever.

Ontario Creates also found new and innovative ways to foster cross-sector connections. In March 2021, the agency hosted the first in a series of B2B events called, **Music Makes It – New Connections for Live Music**. The event introduced industry reps from Ontario's live music and performing arts sectors and marked the first-ever partnership with Canadian Stage. The event allowed participants to share best practices, COVID mitigation strategies, and develop new partnerships.

The **Ontario Music Office (OMO)** at Ontario Creates has also been working closely with the Canadian Live Music Association to develop pandemic-proof music marketing strategies and explore innovative, non-traditional partnerships to access new revenue streams.

Testimonials

"... The (Ontario Music Investment Fund) really helped (AHI) shape his business and ... understand that you're not just a singer, you're not just a songwriter; you're also a business person. You're also an entrepreneur. Without the support of Ontario Creates, we never would have really had to structure our business in the way that we've done..."

- **Ahshatèn Izahr (AHI)**, Co-Founder, 22nd Sentry Ltd.

"The financial support from OMIF has been critical to our ability to provide many of the developmental and performance opportunities that are an integral part of our programming. More than just a funder, they are engaged with what we are doing, check in with us, offer advice and revel in our successes. They are part of our team and during the pandemic, this was evident as they were very understanding and flexible as we were all navigating our way through uncharted waters while not wanting to abandon our support of emerging artists, especially during our milestone 25th anniversary year!"

- **Ebonnie Rowe**, Founder, Phem Phat/Honey Jam

"The OMO has remained open, collaborative, patient, and understanding during these tremendously challenging times. The Ontario Music Fund (now Ontario Music Investment Fund) has historically rewarded innovation, ingenuity, creativity, and contributions to the Ontario economy – and while this has looked different over the past 16+ months, it is no doubt truer than ever."

- **Stefania Paterak**, Director, Programming Group, The Corporation of Massey Hall and Roy Thomson Hall

Ontario Artists Win at Juno Awards

Ontario artists were very well represented at the **2020 JUNO Awards** with over 100 nominations. Among the nominees was Alessia Cara, who was also booked to host the awards show's live broadcast in Saskatoon on March 15, 2020, before it was cancelled due to COVID-19. Winners were announced June 29, 2020, in an online special from the Canadian Academy of Recording Arts and Sciences (CARAS) and CBC. OMIF-supported artists who took home awards include Jessie Reyez, iskwē, REZZ, PUP, Meghan Patrick, Lee Harvey Osmond, and The Glorious Sons.

OMIF at Major Music Events

While **Canadian Music Week** took a strategic pause in spring of 2020 due to COVID-19 lockdowns, **Indie Week** – initially scheduled for later in the year – was able to successfully pivot to present a digital conference and series of online panels throughout 2020-21. The panels were so successful at helping artists and businesses adapt to the “new normal” that Indie Week has committed to incorporating online platforms in future conferences and events.

The **Polaris Music Prize** moved online in 2020 and the longlist featured 19 Ontario artists. Seven of them made it to the 10 finalists, including OMIF-supported Jessie Reyez, Lido Pimienta, Pantayo, and U.S. Girls.

One of the biggest developments of the year was the formation of Advance – Canada's New Black Music Industry Collective. The OMIF-supported the organization in its first year of operations and was pleased to support the **Breaking Down Racial Barriers** discussion series examining systemic racism in the Canadian music industry (co-presented by Advance and the Canadian Independent Music Association).

On the National and International Stages

Ontario Creates was pleased to work with the inaugural **South African Music Week** in January 2021 by offering strategic guidance, assisting in making connections with key Ontario and Canadian industry representatives, and participating in virtual conference panels and events. Ontario Creates looks forward to building this relationship and exploring mutually beneficial business opportunities between the Ontario and South African music industries.

As part of its mandate, Ontario Creates works with industry partners to deliver targeted B2B activities and show-case talent. While the COVID-19 pandemic meant that many domestic and international business events were offered virtually in 2020-21, OMIF continued to support virtual export trade missions around the world to create business opportunities for Ontario music companies.

In 2020-21, Ontario Creates supported Ontario music representatives' presence at:

A2IM Indie Week – New York, New York (June 2020)

Tallinn Music Week – Tallinn, Estonia (August 2020)

Reeperbahn Festival – Hamburg, Germany (September 2020)

FIMPRO – Guadalajara, Mexico (November 2020)

AmericanaFest UK – London, UK (January 2021)

Folk Alliance International – Kansas City, Missouri (February 2021)

SXSW – Austin, Texas (March 2021)

New Colossus (Upstairs Neighbours Week) – New York, New York (March 2021)

Live Music

COVID-19 has devastated Ontario's once-thriving live music industry. Ontario Creates worked closely with the sector during this challenging time, helping to mitigate the impact of closures by supporting innovative alternatives. This included performances online, at drive-ins, as well as other socially distanced models that still allowed participants to adhere to health and safety regulations. Some examples include:

Northern Lights Festival Boréal: 49th Edition (NLFB 49)

Organizers launched 'NLFB 49' a diverse and exciting presentation of festival programming in alternative formats. NLFB 49 was a two-part series in celebration of the festival's 49th edition and was planned to re-introduce live music in ways that were safe, responsible, and fun. At the kickoff event of the NLFB 49 programming, the organization held a patio tour presenting some of Sudbury's finest local musicians who travelled to local restaurants/bars for mini-performances.

The special NLFB 49 programming culminated in the region's first-ever drive-in concert event featuring Serena Ryder, Hawksley Workman, and Julian Taylor Band.

Festival Franco Ontarien (FFO)

FFO was presented on September 25-26, 2020 to a socially distanced audience at Major's Hill Park in Ottawa. Festival highlights included performances from Ariane Moffatt, SOMMM, Rosie Valland, and Le R et De Flore.

Bravo Niagara!

We Are The World, produced during the lockdown, featured 150 musicians, singers, and local students who recorded the iconic song to a click track remotely from across Canada and the U.S. Artists included legendary South African bassist Bakithi Kumalo (who worked with Paul Simon), rising stars Emily Bear (a protégé of Quincy Jones), and Toronto-based Quincy Bullen, as well as JUNO winners such as Dominic Mancuso, and Lorraine Klaasen. The video has been viewed over 34,000 times on Bravo Niagara!'s Facebook and YouTube channels.

Hillside Festival

Hillside Homeside (July 2020) and Hillside Inside (February 2021) were the Guelph festivals' online pivot, which included performances by Buffy Sainte-Marie, Sam Roberts Band, Haviah Mighty, Donovan Woods, DJ Shub, and Serena Ryder. To date, the videos have been viewed nearly 60,000 times (39,707 for Homeside and 19,258 for Inside).

Books

Ontario is home to Canada's largest book publishing industry, accounting for 67 per cent of national industry operating revenues. The sector contributed \$759 million to Ontario's GDP and accounted for 6,651 jobs in 2019. Book publishing is also export-oriented, and in 2018, the sector exported over \$474 million worth of books abroad.

Book Fund

- \$2.5M invested
 - 32 projects supported
-

Supporting Book Publishing

Book Fund supports independent Ontario-based book publishers by providing funding for marketing initiatives and activities that enable them to build on their capacity to achieve business development goals.

Through **Ontario Author Touring Support**, a strategic initiative, Ontario Creates also supports publishers' author-touring initiatives.

Export Fund - Book provides eligible Ontario publishers with funding to pursue strategic export development activities that support company growth and produce measurable business development results, including participation in virtual and in-person international market events and meetings, marketing materials for international sales opportunities, and staff and operations costs. It should be noted that throughout the COVID-19 pandemic, while travel restrictions were in place, travel to and participation in industry events organized by third parties was not required.

The **Ontario Book Publishing Tax Credit (OBPTC)** supports Ontario publishers to publish literary works by Canadian authors.

Program and Event Highlights

Word on the Street, supported by Ontario Creates, is the largest 100 per cent Canadian book and magazine festival in the country. For the first time in 31 years, this year's festival was virtual, taking place on September 26 and 27, 2020. The festival also held a Words Across Canada virtual event with extensive programming for a children/youth audience, and a spotlight on this year's Francophone Trillium-Award winners.

The **Toronto International Festival of Authors (TIFA)**, Canada's largest and longest-running festival of words and ideas, returned virtually for its 41st edition from October 22 to November 2, 2020. The 13th edition of the IV Programme (International Visitors) was held from October 25-30, 2020 and was supported by Ontario Creates.

The Association of Canadian Publishers and Ontario Book Publishers Organization undertook a marketing campaign for **49th Teachers**, a website initially supported by Ontario Creates' Canadian Books in Ontario Schools Program, which provides free educational resources and Canadian books to teachers. The campaign included sending monthly newsletters with key topic lists, and brought teacher-librarians on board to write posts for the site's blog, **Teaching With Canadian Books**.

Success Story: *Book*hug Press*

Established in 2004, Book*hug Press is a self-described "radically optimistic" Canadian independent literary press working at the forefront of contemporary book culture. Their mandate is to publish innovative and contemporary books of literary fiction, literary nonfiction, literature in translation, and poetry, by emerging and established writers.

2020 was a banner year for Book*hug, with the publisher seeing titles nominated for major awards. Shani Mootoo's *Polar Vortex* was a finalist for the 2020 Scotiabank Giller Prize, while Oana Avasilichioaei's *The Neptune Room* was a finalist for the 2020 Governor General's Literary Awards.

Ontario Publishers Shine at the 2020 Scotiabank Giller Prize

Three Ontario publishers had finalists on the shortlist for the 2020 Scotiabank Giller Prize, presented on November 9, 2020.

- Gil Adamson, for her novel *Ridgerunner*, published by House of Anansi Press
- David Bergen, for his short story collection *Here The Dark*, published by Biblioasis
- Shani Mootoo, for her novel *Polar Vortex*, published by Book*hug Press

Testimonials

"Ontario Creates enables Annick Press to implement a wide variety of creative marketing initiatives that are instrumental in the company's ability to find a wide audience for Annick Press books and creators. Our high level of achievement would not be possible without Ontario Creates, and we are grateful for all it has done to help Annick Press become one of North America's most respected publishers. Ontario Creates is a major contributing factor to Annick Press' financial success and ability to compete internationally."

- **Amanda Olson**, Marketing and Publicity Director, Annick Press

"We are deeply grateful for the historic funding we've received from the Ontario government that has helped us to build our digital capacity and to be prepared for this pandemic, and we're also very thankful for the flexibility that was shown in allowing us to adapt projects that were already underway. More generally, this funding has also contributed to preserving the jobs of all of our staff, and it has helped to preserve a list that is filled with books that have been authored by some of the finest academics across Canada. Many thanks to all of you for your leadership during this difficult year."

- **Leslie Dema**, President, Broadview Press

"Because of the Ontario Creates Book Fund, KCP was able to maintain our existing consumer base of teachers, librarians and parents; reach new consumers via marketing vehicles like Book Riot and social media; and maintain a competitive edge in the U.S. and Canadian markets. KCP wishes to thank Ontario Creates for its generous support and for giving us the opportunity to create robust, impactful marketing campaigns to promote our children's and young adult books across North America. Thank you for investing in Canadian books, authors, illustrators and publishers."

- **Naseem Hrab**, Associate Publisher, Creative, Kids Can Press

The 33rd Trillium Book Awards

Ontario Creates proudly presented the Trillium Book Awards, a prestigious literary award that encourages excellence in literature by investing in Ontario-based writers in celebration of the Province's writing talent.

Due to COVID-19, the **33rd Trillium Book Awards** were hosted virtually on June 17, 2020. The Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries, announced the winners via Facebook Live stream. Four awards were presented at the ceremony: Trillium Book Award for English language, Trillium Book Award for French language, Trillium Book Award for Poetry (English), and Trillium Book Award for Poetry (French). The 33rd Trillium Book Awards picked up close to 60 million media impressions, with over 5,000 views to date of the pre-recorded awards ceremony.

Trillium Book Award winners in English language and French language each received \$20,000. Publishers of the winning books each received \$2,500 to be put towards book promotions. The winners of the Trillium Book Award for Poetry in English Language and Poetry in French Language each received \$10,000 and their publishers each received \$2,000. All finalist authors received a \$500 honorarium. Finalist English-language publishers received a total of \$35,000 in additional marketing funds, while Francophone publishers received \$22,000.

In further virtual adaptations, Ontario Creates hosted a Facebook Live In Conversation with the English language Trillium winners on June 22, 2020, moderated by *Quill & Quire* Reviews Editor Steven W. Beattie. A French-language session, moderated by filmmaker and journalist, Zefred, was held on June 23, 2020.

English-language Finalists for the Trillium Book Award:

- Christina Baillie and Martha Baillie, *Sister Language*, Pedlar Press
- Téa Mutonji, *Shut Up You're Pretty*, VS. Books/Arsenal Pulp Press*
- Sara Peters, *I Become a Delight to My Enemies*, Strange Light
- Zalka Reid-Benta, *Frying Plantain*, House of Anansi Press
- Seth, *Clyde Fans: A Picture Novel*, Drawn & Quarterly

French-language Finalists for the Trillium Book Award:

- Jean Boisjoli, *Moi, Sam. Elle, Janis*, Éditions David
- Claude Guilmain, *AmericanDream.ca*, Les Éditions L'Interligne
- Aristote Kavungu, *Mon père, Boudarel et moi*, Les Éditions L'Interligne
- Paul Ruban, *Crevaision en corbillard*, Flammarion Québec*

Finalists for the Trillium Book Award for Poetry in English language:

- Roxanna Bennett, *Unmeaningable*, Gordon Hill Press*
- Doyali Islam, *heft*, McClelland & Stewart
- Matthew Walsh, *These are not the potatoes of my youth*, Goose Lane Editions

Finalists for the Trillium Book Award for Poetry in French language:

- Daniel Groleau Landry, *Fragments de ciels*, Les Éditions L'Interligne
- Véronique Sylvain, *Premier quart*, Prise de parole*

* Indicates winners

Magazines

Ontario's magazine publishing sector contributed \$468 million to Ontario's GDP and accounted for 3,961 jobs in 2019. The sector had \$732 million in revenues in 2019, representing 62 per cent of total national industry revenues and exported over \$16 million in 2018.

Supporting Magazine Media

Magazine Fund supports the success and growth of independent Ontario-based magazine publishers by funding the creation and implementation of new strategic initiatives that help achieve business development and/or marketing objectives. The strategic initiative for International Business Development helps publishers pursue marketing activities and business partnerships around the world.

Magazine Fund

- \$2.1M invested
- 42 companies supported

Award-winning Publications

The **2021 National Magazine Awards** winners were announced on June 11, 2021, highlighting publications published in 2020-21. The Ontario Creates-supported nominees included: *Cottage Life*, *Inuit Art Quarterly*, *Broadview*, *Canadian Cycling Magazine*, *Brick*, *Azure*, and *Spacing*.

Notably, Michelle Kelly (*Cottage Life*) and Britt Galpen (*Inuit Art Quarterly*) were two of the three nominees for the Editor Grand Prix. Alys Procida (*Inuit Art Quarterly*) was one of three people nominated for Publisher Grand Prix, and *Cottage Life*, *Inuit Art Quarterly*, and *Broadview* all received awards at the virtual event.

The **2021 National Magazine Awards: B2B Magazine** winners included the following Ontario Creates-supported publications:

- *Azure*, "The Future of Plastic" – Best Feature Article: Trade, Silver
- *Precedent Magazine*, "In Recovery" – Best Feature Article: Professional, Silver
- *Precedent Magazine*, "The Lawyer's Guide to Not Drinking" – Best Illustration, Gold
- *Azure*, "The Resiliency Issue" – Best Issue, Gold

Both *Canadian Architect* and *Precedent Magazine* received two Honourable Mentions, while *Azure* received one.

Success Story: *#BlackHistory365*

With support from Ontario Creates, the online magazine *ByBlacks.com* relaunched a popular social campaign entitled *#BlackHistory365*. Beginning on January 1, 2021, unique micro-stories celebrating a Black Canadian historical figure or current-day changemaker breaking barriers in their field, were posted to social media with the first quarter of the year focused on Ontario's creative industry professionals and content creators. The support provided by Ontario Creates allowed *ByBlacks.com* to provide a specific focus on Ontario during the first three months of the campaign, which ran on Instagram, Facebook, Twitter, LinkedIn, Pinterest, and Tumblr.

Success Story: *Horse Publications Group*

Since the 1990s, Horse Publications Group (HPG) hosted a single website, *Horse-Canada.com*, as the online presence for all of the company's publications. With support from the Magazine Fund, Horse Publications Group completed a project to create different websites; *Horse Sport*, *Horse Canada*, and *Canadian Thoroughbred* magazines. As a result, in 2020, Horse posted a 48 per cent increase in digital revenue over 2018, with advertisers increasing their digital spending between 80 and 90 per cent over the same months in previous years. In 2019, Horse Publications moved to a digital-only brand, and the website refresh was critical to reaching readers and in the overall success of the publication.

Event and Program Highlights

MagNet 2020 and the **Arts and Literary Magazines Summit** took place on November 26 and 27, 2020. Ontario Creates was the lead sponsor of the virtual event, which is North America's largest gathering of magazine media stakeholders. Ontario Creates hosted a virtual booth in the marketplace.

Testimonials

"Our new site has dramatically enhanced our online brand position, improved consumer engagement and audience reach, while laying the groundwork for new advertising partnerships. First impressions are even more important during this new Zoom presenting marketplace and our online brand presentation has already played an encouraging role in potential partnership conversations. Using the time during this difficult period to re-launch and consolidate our online brand has positioned us well for the upcoming recovery period."

- **Matthew Robinson**, *President, Outpost Magazine*

"Our experience working with the Ontario Creates Magazine Fund has consistently been positive. Ontario Creates has aided our publication through a range of challenges as we transition from a print-based organization to an increasingly digital operation. The staff and management at the Magazine Fund have demonstrated a willingness to understand some of our challenges and, in particular over the course of the last year, leaned in to assist the publishing industry while it was facing unprecedented difficulties. We are very grateful for and cognizant of the value of this support in these difficult times."

- **Francesco Sgaramella**, *Digital Development Manager, Azure Publishing*

"Support from the Ontario Creates Magazine Fund comes not only as much-needed financial help, but also as a huge morale incentive for our team. This funding allowed us to create meaningful, paid work for six contract professionals. Ontario is without a doubt the most multicultural province in Canada and the WAVE Magazine team feels happy to be part of it. It allows us to contribute – in our Brazilian Way – to this culturally exciting melting pot."

- **Teresa Botelho**, *Executive Editor, Brazilian Wave*

Industry Development Program

Through the **Industry Development Program**, Ontario Creates provides support to Ontario's cultural entrepreneurs by partnering with non-profit trade and event organizations to offer initiatives, events, and activities that stimulate the growth of the cultural media industries.

These initiatives must promote the potential for measurable commercial transactions or other business-focused opportunities for Ontario companies that create and sell content in the book and magazine, film and television, and interactive digital media industries and any combination of these industries.

In 2020-21, the Industry Development Program included a focus on initiatives supporting workforce development, diversity and inclusion initiatives, and high-impact business opportunities. The **Diversity Enhancement** allowed the expanded support of mentorship and training activities with a focus on diversity, including the Creators of Colour Incubator at CineFAM, the Ontario Book Publishers Organization's Diverse Intern Initiative, Reelworld's Emerging 20 Initiative, the Being Black in Toronto Mentorship and Training Film Program, crew and writer initiatives from BIPOC TV & Film, and an on-set mentorship for Film Fund-supported Stellar, through the Indigenous Screen Office.

Cross-sector Collaboration

Ontario Creates launched the **Shop. Stream. Support.** campaign to help Ontario-owned companies and artists get back on track after months of marketplace closures and the cancellation of live events and festivals. Featuring over 40 different products across all sectors, the campaign resulted in 900K impressions on social media, along with a newsletter, website, and print advertising with Ontario magazines including *Bay Street Bull*, *Canadian Art*, *Exclaim!*, *Foodism*, *This Magazine*, *Toronto Life*, *The Walrus*, and *Watershed Magazine*. Marketing campaigns also included a fall book promotion in L'Express and on social media, featuring Franco-Ontarian publishers: Éditions David, Éditions L'Interligne, and Éditions Prise de parole.

The 2021 edition of **From Page to Screen** was held on March 2, 2021. Over 60 companies participated in the virtual event, which matches Ontario book publishers with screen producers in one-on-one meetings. Minister MacLeod attended the event to provide remarks. Ontario Creates offered an option incentive for deals made as a result of the event.

Ontario Creates' **Digital Dialogue Breakfast Series** is a forum for ongoing conversation among decision-makers in the creative industries across sectors. Four virtual discussions were held in 2020-21, including *Reaching Audiences During COVID-19*, *Industry Recovery Strategies*, *The Digital Marketplace During COVID-19*, and *Your Company's Strategy for Diverse Leadership*.

Business and Market Intelligence

Ontario Creates' business and market intelligence activities produce timely and relevant information to help Ontario companies remain competitive. The agency's business intelligence activities also assist with program design, ensuring that industry support is strategic and reflects the current environment.

Ontario Creates carries out or commissions its own research, produces industry profiles, a quarterly business intelligence bulletin, and provides funding through the Business Intelligence Program for industry organizations to carry out specific research. The agency launched an updated version of the **Online Research Library** in May 2020, which included an enhanced search function, and improved user experience and design.

By collaborating with industry and government partners, the agency leverages a relatively small investment to provide information that is vital to the success of Ontario companies.

- 10 applications supported
- \$280,000 invested
- Over 6,200 unique views of industry profiles on the Ontario Creates website
- Almost 5,000 unique visitors to the Online Research Library
- More than 1,200 unique views of the business intelligence bulletin

Given the impact of COVID-19 across all sectors, the agency developed a series of COVID-specific briefing notes for each sector outlining some of the major early economic and employment impacts, as well as summaries of available relief measures enacted by Ontario and other issues of consideration as business gradually reopened.

In addition to internal research, the agency also supported industry-led COVID-19 impact surveys and research reports, including Canadian Film Centre's *Pandemic Effect* and Game Arts International Network's *Isolation Nation: Work-from-home tips, best practices, and insights about remote videogame creation*.

Service Excellence

Improved Website

In July 2020 Ontario Creates launched a simplified, streamlined website. The new site has a modern design, is easy to navigate and is mobile-friendly. It provides full functionality on all types of devices and for persons with disabilities.

Significantly Reduced Tax Credit Processing and Analysis Times

In 2020-21, Ontario Creates received 1,261 tax credit applications relating to 2,276 products and reviewed 3,611 products. This is the largest number of products reviewed in a single year and marks the fourth consecutive year where more products were reviewed than received.

Notably, the average total processing time across all tax credits was 28 per cent faster than the previous year, and the average analysis time was 25 per cent faster. As a result, by the end of 2020-21, the tax credit backlog was effectively eliminated.

Several COVID-19-related process adjustments were important factors in improved processing and analysis time. These include the streamlining of business practices to provide digital options and coordination with the Canada Revenue Agency to allow electronic notification of certification instead of physical certificates. These streamlined business practices, along with the implementation of the action plan associated with MNP's tax credit certification review, have allowed for business continuity under challenging circumstances.

In other digital improvements, Ontario Creates launched two digital tools, available on the Ontario Creates website, to improve access to key information about Ontario's suite of tax credits. First, the **Regional Bonus Lookup Tool** was launched, which allowed individuals to conduct their own search to see if their production locations were outside of the Greater Toronto Area and thus eligible for the OFTTC regional bonus, using an address and postal code. Second, **Tax Calculators** were launched to assist individuals in calculating potential estimates for the OFTTC and the OPSTC.

In 2020-21, a series of legislative and regulatory changes to OBPTC and OIDTMC (December 2020) and OFTTC, OPSTC, OIDMTC (February 2021), were passed into law. These changes allowed companies to maintain their tax credit eligibility and provide stability in light of COVID-19.

Ontario's Creative Industries Tax Credits

Ontario Creates administers five provincial tax credit programs across the film and television, interactive digital media, and book publishing industries. These tax credits are key components in the viability and continued growth of these sectors in the Province. They provide important financial incentives that help attract and retain business in Ontario. They enhance companies' capacity to invest and reinvest, hire Ontario talent, and make a substantial contribution to Ontario's economy.

Ontario Film and Television Tax Credit (OFTTC)

A 35 per cent refundable tax credit on Ontario labour expenditures for film and television productions produced by Ontario-based Canadian corporations.

Ontario Production Services Tax Credit (OPSTC)

A 21.5 per cent refundable tax credit on Ontario production expenditures (both labour and non-labour costs as well as all post-production) for film and television productions by Canadian or foreign-controlled corporations.

Ontario Computer Animation and Special Effects Tax Credit (OCASE)

An 18 per cent refundable tax credit on Ontario labour expenditures for digital animation and visual effects created in Ontario for film and television productions.

Ontario Interactive Digital Media Tax Credit (OIDMTC)

A 40 per cent refundable tax credit (35 per cent for development under fee-for-service) on eligible expenditures to develop IDM products in Ontario, available to Canadian and foreign-controlled corporations.

Ontario Book Publishing Tax Credit (OBPTC)

A 30 per cent refundable tax credit on eligible expenditures to publish and market books by Canadian authors, available to Ontario-based Canadian corporations.

Tax Credit Statistics for 2020-2021

Tax Credit	Products / Productions Received	Products / Productions Reviewed	Eligible Products / Productions Certified	Total Value of Estimated Tax Credits	Project Value
OFTTC	292	360	351	\$223,452,957	\$1,286,554,878
OPSTC	203	216	214	\$257,941,258	\$8,240,039,292
OCASE	453	560	529	\$77,423,092	\$790,778,154
OIDMTC	824	1519	1224	\$125,022,611	\$370,121,641
OBPTC	504	948	928	\$5,641,386	\$19,340,361
Total*	2,276	3,611	3,253	\$689,604,944	\$10,708,909,156

OCASE and OIDMTC applications are based on the applicant's fiscal year of activity and may include multiple productions. Total Value of Estimated Tax Credits reflects certificates issued in the fiscal year, NOT production activity in that period. *Totals include a small number of Ontario Sound Recording Tax Credit (OSRTC) applications/certifications. OSRTC was discontinued as of the 2015 Ontario Budget, however, a company may still claim the OSRTC for sound recordings that commenced before April 23, 2015, but can only calculate the tax credit on expenditures incurred before May 1, 2016.

2020-21 Program Recipients

Ontario Creates Film Fund

The Film Fund increases domestic feature film production in Ontario, providing support to Ontario producers for feature film projects in the final stages of development and production financing. In 2020-21, Ontario Creates provided \$5.8 million, supporting 28 production applications and 55 development applications. Every dollar invested generated an additional \$19.73 in production financing for films.

2020-21 - Ontario Creates Film Fund - Production - Drama and Animation Recipients

- | | |
|---|--|
| 1. <i>Alice, Darling</i> - Babe Nation Creations Inc. | 11. <i>Polaris</i> – Alyson Richards Production Inc. |
| 2. <i>All My Puny Sorrows</i> – Mulmur Feed Co. Ltd. | 12. <i>Protector</i> – YN Films Inc. |
| 3. <i>CASCADE</i> – Edge Enterprises | 13. <i>See For Me</i> – See For Me Film Inc. |
| 4. <i>Delia's Gone</i> – JoBro Productions Inc. | 14. <i>Something You Said Last Night</i> – JA Productions |
| 5. <i>Door Mouse</i> – Door Mouse Film Inc. | 15. <i>So Much Tenderness</i> – Rayon Verde Inc. |
| 6. <i>Flee The Light</i> – Mythic Trips Entertainment Corp. | 16. <i>Stellar</i> – Baswewe Inc. |
| 7. <i>The Last Mark</i> (fka* <i>Trust</i>) – Gearshift Films Inc. | 17. <i>Umbrella Chronicles</i> (aka** <i>Resident Evil Reboot</i>) – Raccoon HG Film Productions Inc. |
| 8. <i>The Midnight Screening</i> – That's Fair Films Inc. | 18. <i>Waterloo</i> – Rhombus Media Inc. |
| 9. <i>North of Normal</i> – JoBro Productions Inc. | 19. <i>The Young Arsonists</i> – Borrowed Light Films Inc. |
| 10. <i>Orah</i> – Circle Blue Films Inc. | |

2020-2021 - Ontario Creates Film Fund - Production - Documentary Recipients

- | | |
|---|---|
| 1. <i>Aki</i> - Baswewe Inc. | 6. <i>Prison Farm</i> – Fifth Town Films Inc. |
| 2. <i>The Beautiful Scars of Tom Wilson</i> – Cream Productions Inc. | 7. <i>Queen of the Deuce</i> – Storyline Entertainment Inc. |
| 3. <i>Buffy Sainte-Marie: Power in the Blood</i> – White Pine Pictures Inc. | 8. <i>SKYMASTER DOWN</i> – Skymaster Productions Inc. |
| 4. <i>Crush</i> – Red Queen Crush Inc. | 9. <i>The Urban Whale</i> – Urban Whale Inc. |
| 5. <i>Disappearing Insects</i> – Disappearing Insects Productions Inc. | |

*fka (formerly known as)

**aka (also known as)

2020-21 – Ontario Creates Film Fund – Development Recipients

1. *A Lesser Known Heir* – Edge Entertainment Inc.
2. *ANY NIGHT* – 3 Legged Dog Films Ltd.
3. *APEX* – Full Plate Productions Inc.
4. *At the End of the World* – Quadrant Motion Pictures
5. *Bam Bam: The Story of Sister Nancy* – Oya Media Group
6. *The Banquet* – Hawkeye Pictures Inc.
7. *BESSIE* – S.N.A.P. Films Inc.
8. *BlackFace* – Canesugar Mediaworks Inc.
9. *BLACKMAPPERS* – Mythic Trips Entertainment Corp.
10. *Boy Wonder* – Inner City Films Development Inc.
11. *Bread* – A Documentary – 136469 Canada Ltd.
12. *BROWN BABY* – Diva Film Productions
13. *Cashtown Corners* – Craffhaus Ltd.
14. *Cidic* – Other Animal Entertainment Inc.
15. *Code 8 Part II* – Code 8 Films Inc.
16. *Crimes of the Future* – Serendipity Point Films Inc.
17. *The Deal of a Lifetime* – No Trace Camping Productions Inc.
18. *Distant Cousins* – A Token Entertainment Company Inc.
19. *Ending It All* – 52 Media Inc.
20. *Enduring* – Clumsy Ophelia Productions Inc.
21. *THE EVENING CHORUS* – Alkaia Productions Inc.
22. *The Farm* – Lithium Studios Productions Inc.
23. *Fatal FX* – 2385676 Ontario Inc.
24. *Fight The Power* – Storyline Entertainment Inc.
25. *Float* – Collective Pictures Inc.
26. *Flutz* – 10887684 Canada Inc.
27. *The Four of Us* – Nava Projects Inc.
28. *The Good Virus* – Matter of Fact Media Inc.
29. *Hello Stranger* – WANGO Films Inc.
30. *Humane* – Victory Man Productions Ltd.
31. *In The Black* – 1371097 Ontario Ltd.
32. *King Lear* – Shaftesbury Development Inc.
33. *Laura Dean Keeps Breaking Up With Me* – Wildling Pictures Inc.
34. *LE RETOUR* – ATO Media Inc.
35. *Let's Do This* – Stellar Citizens Inc.
36. *Little Sister* – Shadow Shows Inc.
37. *Magic Hour* – Paragraph Pictures Inc.
38. *My Grandpa The Monster* – Aircraft Pictures Ltd.
39. *My Lala* – The Shooting Eye Corp.
40. *No Connection* – SDP Entertainment Inc.
41. *Outrun* – N5 Pictures Inc.
42. *OZIAC* – Lumanity Productions Inc.
43. *PIVOT* – 3 Legged Doc Films Ltd.
44. *Places in Between* – Clique Pictures Inc.
45. *Reasons to Travel* – Lockpicker Productions Inc.
46. *Revolver* – Sienna Films Inc.
47. *Shot-Blue* – Serendipity Point Films Inc.
48. *Syrian Dancer* – Saaren Films Inc.
49. *Temagami – Ancient Land* – Long Haul Big Hearts Productions Inc.
50. *Untitled Natalie Krinsky Project* – No Trace Camping Productions Inc.
51. *We Forgot To Break Up* (fka* *The New Normals* fka* *Heidegger*) – Motel Pictures Inc.
52. *Whispers and Lies* – Insight General Development Ltd.
53. *Woodstock Dreaming* – White Pine Pictures Inc.
54. *The Woman Who Loves Giraffes* – Free Spirit Films
55. *Yummy Fur – The Adventures of Ed the Happy Clown* – Shadow Shows Inc.

*fka (formerly known as)

2020-21 Ontario Creates Film Fund Marketing and Distribution Initiative

The Ontario Creates Film Fund Marketing and Distribution Initiative (MDI) assists producers of Ontario Creates Film Fund-supported films with domestic marketing and distribution leading up to and during their releases. The MDI awarded \$241,289.75 to 13 films that have had public releases.

2020-21 Ontario Creates Film Fund Marketing and Distribution Initiative Recipients

- | | |
|---|--|
| 1. <i>A Grand Romantic Gesture</i> - 2644175 Ontario Inc. | 7. <i>Coral Ghosts</i> - Coral Movie Productions Inc. |
| 2. <i>Akilla's Escape</i> - 1992191 Ontario Inc. | 8. <i>Death of a Ladies Man</i> - DOLAM Ontario Inc. |
| 3. <i>The Broken Hearts Gallery</i> - BHG Productions Inc. | 9. <i>From The Vine</i> - Talking Vine Productions Inc. |
| 4. <i>Captive</i> (fka* <i>Between Good and Evil</i>) - 2652601 Ontario Inc. | 10. <i>Hammer</i> - Hammertime Ontario Inc. |
| 5. <i>Castle in the Ground</i> - William Woods Entertainment | 11. <i>Sugar Daddy</i> - Evolution Agency Productions Inc. |
| 6. <i>Connecting the Dots</i> - 2221607 Ontario Ltd. | 12. <i>Tainted</i> - Tainted Productions Inc. |
| | 13. <i>Tammy's Always Dying</i> - Tammy Productions Inc. |

Ontario Creates Interactive Digital Media Fund

The IDM Fund streams invested \$8.9 million in 112 IDM projects. Each dollar invested leverage an additional \$2.75.

IDM Fund: Concept Definition provides support for early-stage activities that will assist the applicant company in moving towards the production of a market-ready content project.

IDM Fund: Production provides IDM content creators with funding for high-quality, original interactive digital media content projects.

2020-21 Ontario Creates Interactive Digital Media Fund - Concept Definition Recipients

- | | |
|---|-------------------------------|
| 1. 2385676 Ontario Inc. (Border2Border Entertainment) | 8. Dark Slope Studios Inc. |
| 2. 2568749 Ontario Ltd. | 9. Game Pill Inc. |
| 3. 9450262 Canada Corp. | 10. Hyperthought Games Inc. |
| 4. Benjamin Rivers Inc. | 11. Joydrop Ltd. |
| 5. Bloom Digital Media Inc. | 12. Khalilah Brooks |
| 6. Borken Creative Inc. | 13. Kitten Cup Studio Inc. |
| 7. Cococucumber Inc. | 14. Lithic Entertainment Inc. |
| | 15. LoCo Productions Inc. |

*fka (formerly known as)

- | | |
|------------------------------------|----------------------------------|
| 16. Magnifissance Digital Media | 22. Phantom Compass Inc. |
| 17. Mighty Yell Studios Inc. | 23. Portfolio Entertainment Inc. |
| 18. Mythical Voltage Ltd. | 24. Star Fort Games |
| 19. Oya Media Group | 25. Stitch Media Ontario, Inc. |
| 20. Oya Media Group | 26. Thousand Stars Studio Inc. |
| 21. Peculiar Path Productions Inc. | 27. Twenty Two Media Group Ltd. |

2020-21 Ontario Creates Interactive Digital Media Fund - Production Recipients

- | | |
|---------------------------------------|-------------------------------------|
| 1. 2294462 Ontario Inc. | 20. iThentic Canada Inc. |
| 2. 2385676 Ontario Inc. | 21. LaRue Productions Inc. |
| 3. 2385676 Ontario Inc. | 22. LoCo Productions Inc. |
| 4. 2749361 Ontario Inc. | 23. Magmic Inc. |
| 5. A-Game Studios | 24. N5 Pictures Inc. |
| 6. Achimostawinan Games | 25. Numizmatic Games Corp. |
| 7. Annex Publishing and Printing Inc. | 26. PixelNAUTS Inc. |
| 8. AVARA Media Inc. | 27. Rapid Magazine Inc. |
| 9. Backyard Media Inc. | 28. Secret Location Inc. |
| 10. Banger Films Inc. | 29. Shaftesbury Digital III Inc. |
| 11. Banger Films Inc. | 30. Snakehead Games Inc. |
| 12. Blue Ant Digital Inc | 31. Stitch Media Ontario, Inc. |
| 13. Carousel Pictures Inc. | 32. The Beans Team |
| 14. Cococucumber Inc. | 33. The Heliconia Press |
| 15. Cream Digital Inc. | 34. Tokens On Call Productions Inc. |
| 16. Embreate Inc. | 35. Treewood Studios Inc. |
| 17. Far Reach Media Inc. | 36. Uken Inc. |
| 18. Fractal Phase Games Corp. | 37. Uninterrupted Canada Inc. |
| 19. Holy City VR Inc. | 38. UnLock Math, Inc. |

Ontario Creates Interactive Digital Media Fund: Global Market Development

The Global Market Development program provided \$332,700 to 27 companies to undertake 49 trips, including attendance at 30 international markets, to participate in activities that support company growth and produce measurable business and market development results.

2020-21 Ontario Creates Interactive Digital Media Fund: Global Market Development Recipients

- | | |
|------------------------------------|----------------------------------|
| 1. 2385676 Ontario Inc. | 15. Little Guy Games Inc. |
| 2. 2568749 Ontario Ltd. | 16. LoCo Productions Inc. |
| 3. 2Dogs Games Ltd. | 17. Lofty Sky Entertainment Inc. |
| 4. Apocalypse Studios Inc. | 18. Peekapak Inc. |
| 5. Big Viking Games Inc. | 19. Phantom Compass Inc. |
| 6. Drinkbox Studios Inc. | 20. Red Meat Games, Inc. |
| 7. Finish Line Games Inc. | 21. Riyo Inc. |
| 8. Game Hive Corp. | 22. Snakehead Games Inc. |
| 9. Game Pill Inc. | 23. Spooky Squid Games Inc. |
| 10. Get Set Games Inc. | 24. Stitch Media Ontario, Inc. |
| 11. Hop To It Productions Inc. | 25. Tiny Titan Studios Inc. |
| 12. Joydrop Ltd. | 26. Uken Inc. |
| 13. Kristal Clear Productions Inc. | 27. Vivid Foundry Corp. |
| 14. LaRue Productions Inc. | |

Ontario Creates Interactive Digital Media Fund: Marketing Support

The program provides funding for marketing activities that will amplify the visibility and financial viability of Ontario Creates-funded interactive digital media projects when they are released or available for sale in the marketplace. Marketing Support provided \$645,750 towards marketing efforts for 16 IDM Fund: Production-supported projects.

2020-21 Ontario Creates Interactive Digital Media Fund: Marketing Support Recipients

- | | |
|--------------------------------|--------------------------------|
| 1. 2294462 Ontario Inc. | 9. Finish Line Games Inc. |
| 2. 2385676 Ontario Inc. | 10. Gloam Collective Inc. |
| 3. 2568749 Ontario Ltd. | 11. Harlow Creative Ltd. |
| 4. Be Curious Productions Inc. | 12. The Heliconia Press |
| 5. Blue Ant Digital Inc. | 13. LoCo Productions Inc. |
| 6. Blue Ant Digital Inc. | 14. Madeleine Patton |
| 7. Cococucumber Inc. | 15. Stitch Media Ontario, Inc. |
| 8. Cream Digital Inc. | 16. Tactic Studios Inc. |

Ontario Creates Interactive Digital Media Fund: Futures

Futures teaches business, marketing, and pitching skills to up-and-coming digital-media creators and those transitioning to digital from traditional screen content. WIFT-T, Hand Eye Society and Interactive Ontario run the courses. Ontario Creates awarded grants totaling \$60,000 to four companies for early-stage development work.

2020-21 Ontario Creates Interactive Digital Media Fund: Futures Recipients

- | | |
|-------------------------------|-------------------------------|
| 1. Beelembae Productions Inc. | 3. Pink One Productions Inc. |
| 2. Fae Pictures Inc. | 4. Studio Backpack Games Inc. |

Ontario Music Investment Fund

Ontario Creates has provided funding to the following successful applicants through the Ontario Music Investment Fund (OMIF). The OMIF invested \$6.1 million in 136 projects. Every dollar invested leveraged an additional \$5.09.

Music Creation

Supporting businesses that take risks discovering and developing talent – particularly emerging artists – and bringing it to market through recording and production, marketing and promotion, touring and showcasing, and publishing.

2020-21 Ontario Music Investment Fund: Music Creation Recipients

- | | |
|---|---|
| 1. 1652181 Ontario Inc. (Red Brick Music Publishing) | 18. Coalition Music (Records) Inc. |
| 2. 22nd Sentry Ltd. | 19. Countermeasure Music Inc. |
| 3. 2443860 Ontario Inc. (Amphis Music) | 20. Curve Music Inc. |
| 4. 2519010 Ontario Inc. (Deadbeats) | 21. Dine Alone Music Inc. |
| 5. 2756310 Ontario Inc. (Kyngdom Records) | 22. Do Right Music Inc. |
| 6. 4112351 Canada Inc. (Hidden Pony Records & Management) | 23. Entertainment One Ltd. |
| 7. A Tribe Called Red Inc. | 24. Foreseen Entertainment Inc. |
| 8. Anthem Entertainment (GP) Inc. | 25. Grant Creativity Inc. |
| 9. Arts & Crafts Productions Inc. | 26. Hand Drawn Dracula Productions Inc. |
| 10. Awesome Productions and Management Inc. | 27. Howling Turtle Inc. |
| 11. Bedtracks Inc. | 28. Intello-Productions Inc. |
| 12. Black Box Recordings Inc. | 29. Ishkode Records Inc. |
| 13. Boonsdale Records Inc. | 30. iskwē Music Inc. |
| 14. Buzz Empire Inc. (Buzz Records) | 31. Jayward Artist Group Inc. |
| 15. Care of Management Inc. (Partners Record Label) | 32. JKB Communications Inc. |
| 16. CCS Rights Management Corp. | 33. Kingsway Records Inc. |
| 17. CIHP Inc. | 34. Last Gang Records Inc. |
| | 35. Linus Entertainment Inc. |

-
36. MapleCore Ltd.
 37. MDM Recordings Inc.
 38. Mighty Gang Inc.
 39. Mont Royal Records Inc. (Royal Mountain Records)
 40. Nagamo Publishing Inc.
 41. Northstarr Entertainment Inc.
 42. Open Road Music Inc.
 43. Outside Music Inc.
 44. Pandyamonium Management Inc. (Arthaus)
 45. Paper Bag Records Inc.
 46. Peter Cardinali Productions Inc.
 47. Pirates Blend Records Inc.
 48. Purple Hive Entertainment Inc. (LaFab Musique)
 49. Second Breakfast Ltd.
 50. Six Shooter Records Inc.
 51. Sleepless Records Inc.
 52. Sonic Unyon Records Ltd.
 53. Sony Music Entertainment Canada Inc.
 54. Telephone Explosion Records Ltd.
 55. The Line Group Inc.
 56. Unique Applause Inc.
 57. Universal Music Canada Inc.
 58. Warner Music Canada Co.
 59. Wax Records Inc.

Music Industry Initiatives

Supporting industry organizations that undertake professional development/training and export activities, conduct industry analysis/data gathering and build regional capacity.

2020-21 Ontario Music Investment Fund: Music Industry Initiatives Recipients

- | | |
|--|--|
| 1. Advance, Canada's Black Music Business Collective | 15. Music Africa Inc |
| 2. Association des professionnels de la chanson et la musique (APCM) | 16. Music Canada |
| 3. The Canadian Academy of Recording Arts and Sciences | 17. Music Managers Forum Canada |
| 4. Canadian Live Music Association | 18. Music Publishers Canada (Canadian Music Publishers Association) |
| 5. Canadian Country Music Association | 19. Northstarr Entertainment Inc. |
| 6. Canadian Independent Music Association | 20. Ontario Musicians Co-operative Inc |
| 7. Canadian Independent Music Association (Music Ontario) | 21. Ottawa Music Industry Coalition La Coalition de l'industrie de la Musique D'Ottawa |
| 8. Canadian Music Week | 22. PhemPhat Entertainment Group |
| 9. Country Music Association of Ontario | 23. Réseau Ontario des arts de la scène inc. |
| 10. Forest City London Music Awards | 24. Small World Music Society (Global Toronto) |
| 11. Indie Week Inc. | 25. Songwriters Association of Canada |
| 12. Indigenous Music Alliance | 26. Toronto Blues Society |
| 13. Long Winter Music and Arts Festival | 27. Venus Fest Inc. |
| 14. Manifesto Community Projects Inc. | 28. Women In Music Professional Association of Canada |

2020-21 Ontario Music Investment Fund: Global Market Development for Music Managers Recipients

- | | |
|----------------------------------|--------------------------------------|
| 1. CultureCap Inc. | 8. Rock Paper Management (2016) Inc. |
| 2. Dave Spencer Management Inc. | 9. Starfish Entertainment Inc. |
| 3. Kelp Records Corp. | 10. Starseed Entertainment, Inc. |
| 4. More Music Management Ltd. | 11. Valeo Arts Management Inc. |
| 5. Pandyamonium Management Inc. | 12. We Are Busy Bodies |
| 6. Red Music Rising Inc. | 13. Wednesday Management Inc. |
| 7. RGK Entertainment Group, Inc. | 14. Zed Music Inc. |

Live Music

Supporting businesses and organizations that produce or promote live music events featuring Canadian artists including eligible music festivals and concert series.

2020-21 Ontario Music Investment Fund: Live Music Recipients

1. 2342884 Ontario Inc. (DNA Live)
2. 475687 Ontario Ltd. (The Horseshoe Tavern)
3. 6501834 Canada Inc. (Spectrasonic)
4. Ashkenaz Foundation
5. Beaches Jazz Festival Society
6. Bravo Niagara! Festival of the Arts
7. Canadian Chamber Academy
8. Capital Region Association for Nurturing the Industry of Urban Music
9. CCMC Music Gallery
10. Country Music Association of Ontario
11. Cultivate Community Non-Profit Services
12. Franco-Fête de la communauté urbaine de Toronto
13. Hey Bear Productions Inc.
14. Iconic Arts & Entertainment Inc.
15. Jazz Sudbury
16. Kingston Punk Productions
17. London Committee For Cross Cultural Arts Inc.
18. Lula Music and Arts Centre
19. Manifesto Community Projects Inc.
20. Niagara Jazz Festival
21. Noisemaker Presents Inc.
22. Northern Lights Festival Boréal
23. Ontario Festival of Small Halls
24. River & Sky Arts in the Woods
25. Sawdust City Music Festival
26. SING! The Toronto Vocal Arts Festival
27. Small World Music Society
28. Sonic Unyon Records Ltd.
29. South Coast Cultural Society
30. Southside Shuffle Blues and Jazz Festival
31. The Corporation of Massey Hall and Roy Thomson Hall
32. UMA Foundation
33. Uma Nota Music and Production
34. Venus Fest Inc.
35. Wavelength Music Arts Projects

Ontario Creates Book Fund

The Book Fund supports the business development of independent Ontario-based book publishers by providing funding for marketing initiatives and activities that enable them to build on their capacity to achieve business development goals. The Book Fund invested \$2.5 million in 32 projects and leveraged an additional \$0.65 for every dollar invested.

2020-21 Ontario Creates Book Fund Recipients

1. Annick Press Ltd.
2. Biblioasis Inc.
3. Book*hug Inc.
4. Brick Books Inc.
5. Broadview Press Inc.
6. Coach House Books Inc.
7. Crabtree Publishing Company Ltd.
8. CSP Books Inc.
9. Dundurn Press Ltd.
10. ECW Press Ltd.
11. Emond Montgomery Publications Ltd.
12. Firefly Books Ltd.
13. Greenwood Books Ltd.
14. Guernica Editions Inc.
15. House of Anansi Press Inc.
16. Inanna Publications and Education Inc.
17. Invisible Publishing Collective Inc.
18. Irwin Law Inc.
19. James Lorimer & Company Ltd.
20. Kids Can Press Ltd.
21. Latitude 46 Publishing Inc.
22. Les Éditions David
23. Les Éditions L'Interligne
24. Owlkids Books Inc.
25. Pajama Press Inc.
26. Playwrights Canada Press Ltd.
27. Prise de parole Inc.
28. Rainbow Horizons Publishing Inc.
29. Robert Rose Inc.
30. Second Story Feminist Press Inc.
31. Thompson Educational Publishing Inc.
32. Wilfrid Laurier University Press

Ontario Creates Magazine Fund

The Magazine Fund supports the success and growth of independent Ontario-based magazine publishers by supporting the creation and implementation of new strategic initiatives that help achieve business development and/or marketing objectives. The Magazine Fund invested \$2.1 million in 42 projects. Each dollar invested leveraged an additional \$0.91.

2020-21 Ontario Creates Magazine Fund recipients

1. 1059434 Ontario Inc. Exclaim!
2. 1454119 Ontario Ltd. TEACH Magazine
3. 2294462 Ontario Inc. - Bay Street Bull/GLORY
4. Annex Publishing and Printing Inc.
5. Azure Publishing Inc.
6. Big Kids Little Kids Inc.
7. Brunico Communications Ltd.
8. BRZ GROUP INC. Brazilian Wave
9. Canadian Art Foundation
10. Canadian Home Publishers Inc.
11. Canvet Publications Ltd.
12. Cottage Life Media a division of Blue Ant Media Partnership
13. Culturerus Corp.
14. Cypress Ave. Inc.
15. EcoParent Inc.
16. Environmental Science & Engineering Publications Inc.
17. Green Teacher
18. Grippid Publishing Inc.
19. Horse Publications Group Inc.
20. Inside Track Communications Inc.
21. Inuit Art Foundation
22. iQ Business Media Inc.
23. Jane Media Inc.
24. Law and Style Media Inc.
25. Literary Review of Canada
26. Marked Business Media Inc.
27. Media Matters Inc.
28. Observer Publications Inc. - Broadview Magazine
29. Opera Canada Publicatons
30. Outpost Inc.
31. Rapid Magazine Inc.
32. Roustan Media Ltd.
33. SavvyMom Media Inc.
34. Sawdust Media Inc.
35. Skynews Inc.
36. Spacing Media Inc.
37. The Company Theatre for Cultural Exchange and Education
38. Toque Ltd.
39. Tribute Publishing Inc.
40. Twenty Two Media Group Ltd.
41. Verge Magazine Inc.
42. Vuepoint IDS Inc.

Ontario Creates Export Fund

Ontario Creates provided 124 companies from the book and film and television industries with \$1.2 million to pursue international business development activities. In the 2019-20 fiscal year, companies receiving export support generated more than \$149 million in sales—a return of \$125.12 for every dollar invested.

2020-21 Ontario Creates Export Fund - Book Recipients

- | | |
|--|--|
| 1. Annick Press Ltd. | 16. Inanna Publications and Education Inc. |
| 2. Biblioasis Inc. | 17. Invisible Publishing Collective Inc. |
| 3. Bookland Press Inc. | 18. James Lorimer & Company Ltd. |
| 4. Book*hug Inc. | 19. Kids Can Press Ltd. |
| 5. Brick Books Inc. | 20. Owlkids Books Inc. |
| 6. Broadview Press Inc. | 21. Pajama Press Inc. |
| 7. Coach House Books Inc. | 22. Pembroke Publishers Ltd. |
| 8. CSP Books Inc. | 23. Playwrights Canada Press Ltd. |
| 9. Dundurn Press Ltd. | 24. Rainbow Horizons Publishing Inc. |
| 10. ECW Press Ltd. | 25. Robert Rose Inc. |
| 11. Firefly Books Ltd. | 26. Second Story Feminist Press Inc. |
| 12. Groundwood Books Ltd. | 27. University of Toronto Press |
| 13. Guernica Editions Inc. | 28. Wilfrid Laurier University Press |
| 14. House of Anansi Press Inc. | 29. Wolsak and Wynn Publishers Ltd. |
| 15. Howard Aster & Associates Corp. Ltd. | |

2020-21 Ontario Creates Export Fund - Film & Television Recipients

- | | |
|---|--|
| 1. 10237981 Canada Inc. | 12. Babe Nation Creations Inc. |
| 2. 1371097 Ontario Ltd. | 13. Banger Media Inc. |
| 3. 1432146 Ontario Ltd. o/a Proximity Films | 14. Barn 12 Inc. |
| 4. Aiken Heart Films Inc. | 15. BGM Inc. |
| 5. Aircraft Pictures Ltd. | 16. Blue Ant Studios Canada Inc.(formerly Saloon Media Inc.) |
| 6. Alcina Pictures Ltd. | 17. Boat Rocker Rights Inc. |
| 7. Alibi Entertainment Inc. | 18. Borrowed Light Films Inc. |
| 8. Alkaia Productions Inc. | 19. Brain Power Studios Inc. |
| 9. ALLPAR PRODUCTIONS Inc. | 20. Breakthrough Entertainment Inc. |
| 10. Amaze Film + Television Inc. | 21. Bunk 11 Pictures Inc. |
| 11. Artemis Pictures Inc. | 22. Byron A. Martin Productions Inc. |

23. Cameron Pictures Inc.
24. Cause and Effect Entertainment Inc.
25. Cave 7 Productions Inc.
26. Cave Painting Pictures Inc.
27. CCI Entertainment Ltd.
28. Clique Pictures Inc.
29. Conquering Lion Pictures Inc.
30. Copperheart Entertainment Inc.
31. Crafthaus Ltd.
32. Cream Productions Inc.
33. Darius Films Inc
34. Don Carmody Television Inc.
35. Edge Enterprises (Edge Entertainment)
36. Euclid 431 Pictures Inc.
37. Fae Pictures Inc.
38. Federgreen Entertainment Inc.
39. Fella Films Inc.
40. Fifth Ground Entertainment Inc.
41. Firestarter Productions Inc.
42. FORTÉ Entertainment Inc.
43. GAPC Entertainment Inc.
44. Gearshift Films Inc.
45. Good Soup Productions Inc.
46. Guru Animation Studio Ltd.
47. Hawkeye Pictures Inc.
48. The Heliconia Press Inc.
49. Industrial Brothers Canada Ltd.
50. Isioro T Jaboro
51. JoBro Productions Inc.
52. Kensington Communications Inc.
53. Little Engine Moving Pictures Inc.
54. marblemedia Inc.
55. Markham Street Films Inc.
56. Media Headquarters Film & Television Inc.
57. Milkcow Media Inc.
58. Motel Pictures Inc.
59. Murmur Media Inc.
60. Muse Entertainment (Ontario) Inc.
61. N5 Pictures Inc.
62. New Real Films Inc.
63. Night Market Film Inc.
64. No Trace Camping Productions Inc.
65. Nomad Films Inc.
66. Northbound Pictures Inc.
67. Oya Media Group
68. Pivotal Media Inc.
69. Primitive Entertainment Inc.
70. Quarterlife Crisis Productions Inc.
71. Ramaco Media Inc.
72. REALLIFE Pictures Inc.
73. Red Queen Productions Inc.
74. RTR Media Inc.
75. SC Productions Inc.
76. Scythia Films Inc.
77. Sienna Films Inc.
78. Sinking Ship Entertainment
79. Six Island Productions Inc.
80. SK Films Inc.
81. Sphinx Production Inc.
82. Storyline Entertainment Inc.
83. StromHaus Productions Inc.
84. Tokens On Call Productions Inc.
85. Turtlebox Productions Inc.
86. Uno Bravo Inc.
87. Vitality Media Productions Inc.
88. We'll Be Over Here Productions Inc.
89. White Eagle Entertainment
90. White Pine Pictures Inc.
91. Wilding Pictures Inc.
92. Woods Entertainment Canada Inc.
93. YAP Films Inc.
94. Z Films Inc.
95. Zapruder Films Inc.

Industry Development Program

Ontario Creates provides support to Ontario's cultural entrepreneurs by partnering with established trade and event organizations to offer initiatives, events and activities that stimulate the growth of the cultural media industries. These initiatives must promote the potential for measurable commercial transactions or other business-focused opportunities for Ontario companies that create and sell content in the book and magazine, film and television, and interactive digital media industries and any combination of these industries. Ontario Creates supported 53 initiatives with an investment of over \$1.7 million.

2020-21 Industry Development Program Recipients

1. Alliance des producteurs francophones du Canada - Actualisation et mise en place du plan d'implantation de la stratégie pluriannuelle de développement des marchés internationaux (phase 2)
2. Association of Canadian Publishers - 49th Shelf
3. BIPOC TV & FILM - 4 Crew and Writer Initiatives with BIPOC TV & FILM
4. Blood in the Snow Canadian Film Festival - Blood in the Snow + Deadly Exposure 2020
5. Book and Periodical Council - Book Summit 2020
6. Canadian Film in the Schools - REEL CANADA: Our Films in Our Schools programme
7. Canadian Film Institute/Ottawa International Animation Festival - IFFO Screen Summit
8. Canadian Film Institute/Ottawa International Animation Festival - The Animation Conference - Virtual Edition
9. Canadian Filmmakers Festival - The Canadian Film Fest Producer Masterclass & Filmmaker and Distribution Networking Event
10. Canadian Multicultural Heritage Council - CMHC Film Workshop and Masterclass Series 2020
11. CaribbeanTales Worldwide Distribution Inc. - Creators of Color Incubator - CineFAM
12. Centre for Aboriginal Media - imagineNATIVE Industry Days 2020
13. Centre for Aboriginal Media - imagineNATIVE Digital Days (fka* Industry Development Program - Capacity Building)
14. Cinefest; The Sudbury Film Festival Inc. - Industry Forum/Cinema Summit
15. Dames Making Games Social Technology Development Group - Damage Labs Studio Startup Program
16. Documentary Organization of Canada - Producers Exchange
17. The Female Eye Film Festival - 19th Female Eye Industry Initiatives - Capacity Building In 2021
18. The FOLD Foundation - The 2020 Festival of Literary Diversity
19. Forest City Film Festival - Forest City Film Festival Industry Sessions 2020
20. Hand Eye Society - IDM Fund Futures Program
21. Hand Eye Society - WordPlay and Strategic Plan (fka* WordPlay)
22. Hot Docs - Hot Docs Documentary Market Events 2020
23. Independent Webseries Creators of Canada - Webfest Connect
24. Inside Out Lesbian and Gay Film and Video Festival Inc. - Inside Out 2020 LGBTQ Film Finance Forum

*fka (formerly known as)

25. Interactive Ontario Industry Association - IO Marketplace: Games
26. Interactive Ontario Industry Association – Futures Program
27. Interactive Ontario Industry Association - Setting the foundation for success post-COVID-19
28. Interactive Ontario Industry Association – iLunch (streamed)
29. International Readings at Harbourfront - 13th Edition of the International Visitors (IV) Program
30. Italian Contemporary Film Festival- Italian Contemporary Film Festival Industry Day 2020
31. Magazines Canada - Magazines Canada COVID Recovery (fka* MagNet 2020)
32. Magazines Canada - Retail Distribution Service for Ontario Magazines MagNet and Retail Distribution Service for Ontario Magazines (fka* Retail Distribution Service for Ontario Magazines)
33. National Magazine Awards Foundation - Addressing Challenges with Innovative Solutions
34. Oakville Festivals of Film and Art - Industry Days 2020 - Oakville Film Festival
35. Open Book Foundation - Open Book Analytics and Advertising Development Project
36. Open Book Foundation -Open Book Editorial & Events
37. Organization of Book Publishers of Ontario - Diverse Intern Initiative 2020-21
38. Organization of Book Publishers of Ontario - Ontario Book Publishers Organization at the OLA Super Conference 2021
39. Organization of Book Publishers of Ontario - 49th Teachers and Top Grade Marketing
40. Planet in Focus: International Environmental Film & Video Festival - Planet in Focus Industry Conference 2020
41. ReelWorld Film Festival Inc. - Emerging 20 Initiative + Marketing Strategy for Database
42. Regroupement des éditeurs canadiens-français - LireEnOntario.ca
43. Toronto Black Film Festival - Being Black in Toronto - Mentorship and Training Film Program
44. Toronto Book and Magazine Festival - Expanded Festival Marketplace & Vibrant Voices of Ontario Programming
45. Toronto Game Jam - Toronto Game Jam - TOJam: 2020
46. Toronto International Film Festival Inc. - TIFF Film Circuit 2020
47. Toronto International Film Festival Inc. - Toronto International Film Festival 2020 - Industry Conference
48. Toronto Reel Asian International Film Festival - Reel Ideas Industry Program
49. Women in Film & Television - Toronto - Intermediate Production Accounting and Tax Credit Workshop
50. Women in Film & Television - Toronto - Introduction to Entertainment Law
51. Women in Film & Television – Toronto – Scripted Digital Series Incubator
52. Women in Film & Television - Toronto - WIFT-T Business Booster Program
53. Women in Film & Television – Toronto – WIFT-T – Ontario Creates IDM Fund Futures Accelerator

*fka (formerly known as)

Ontario Creates Business Intelligence Program

Ontario Creates offers financial support to incorporated not-for-profit industry organizations undertaking business intelligence initiatives relevant to the growth of one or more content-creating sectors in Ontario. In 2020-21, Ontario Creates awarded \$280,000 to 10 applications.

2020-21 Ontario Creates Business Intelligence Program Recipients

1. Association of Canadian Publishers - *K-12 Market Research & Outreach Project*
2. Canadian Film Centre - *Pandemic Effect Study Report*
3. Canadian Live Music Association - *Closing the Gap*
4. Canadian Media Producers Association - *Building a Sustainable Screen-based Sector*
5. Canadian Music Publishers Association - *Indigenous Protocols for Songwriting and Music Production*
6. Computer Animation Studios of Ontario - *Opportunities for Broadband and Cloud Services in Ontario's Animation and VFX Sector*
7. Documentary Organization of Canada - *Research Report: Racial Representation in the Documentary Sector*
8. Game Arts International Network - *Isolation Nation*
9. Interactive Ontario - *The Financing of Interactive Digital Media in International Jurisdictions*
10. Women in Music – *Advancing Opportunities for Women and Girls in Music*

Board of Directors

April 1, 2020 – March 31, 2021

Ontario Creates is governed by a Board of Directors appointed by the Lieutenant Governor-in-Council, who designates the Chair and Vice-Chair from among the appointed members. The Board of Directors met regularly throughout the fiscal year.

Aaron Campbell, Chair

*Chief of Staff & Vice President, Corporate Affairs,
Strategy & Sustainability*

Liquor Control Board of Ontario (LCBO)

– Appointed and designated Chair,
February 28, 2019

Diana Arajs

President

Poise Communications

– Appointed June 6, 2019

John Barrack

Barrister & Solicitor

John Barrack Strategic Counsel

– Appointed April 12, 2017
Term ended April 11, 2020

Michael Ceci

Chief of Staff

Bennett Jones LLP

– Appointed April 11, 2019

Santina Colalillo

Independent Music Executive

Vice-President, F.A.M. Production Inc.

– Appointed April 16, 2020

Philip Forte

Client Executive

Bell Canada Business Markets

– Appointed July 9, 2020

Ronald Hay

Founding Partner / Lawyer

Stohn Hay Cafazzo Dembroski Richmond

– Appointed May 31, 2017
Term ended April 11, 2020

Nyla Innuksuk

Founder

Mixtape VR

Producer, Film & VR/AR

– Appointed March 21, 2018
Term ended March 20, 2021

Iain Klugman

President & CEO

Communtech

– Appointed April 12, 2017
Term ended April 11, 2020

Lisa Lyons

President

Kids Can Press

– Appointed April 12, 2017
Term ended April 11, 2020

Edith Myers

President

CEI Management

Chief Financial Officer

Piazza Entertainment Ltd.

– Appointed July 26, 2019

Kiumars Rezvanifar

President

KVC Communications Group

– Appointed May 31, 2017
Term ended May 30, 2020

The total remuneration to the Board of Directors for the fiscal year ending March 31, 2021, was \$4,637.50.

Operational Performance, Outcome and Output-based Measures, Targets Achieved and Action to Be Taken When Not Achieved

Performance measures for the agency have been developed to provide regular feedback on whether the funds, programs, and other activities are meeting their objectives. The agency's outcome and output-based performance measures were updated in 2017-18 to support the rollout of the current strategic plan. Select measures were added or changed in 2018-19 to reflect new activities and methodological changes in source data. New COVID-19 related measures were added in 2020-21.

At the beginning of the COVID-19 pandemic, performance targets that had been set previously, in the course of business planning, were revised to account for the anticipated impact of the health crisis on results. This revision was conducted in the early stages of the pandemic, resulting in fairly conservative targets due to the lack of information available at that time concerning how long lockdowns, travel restrictions, and similar challenges would persist.

Ontario Creates met or exceeded most 2020-21 revised performance targets, noting the following:

- All leverage value targets were exceeded in 2020-21. Leverage value refers to the additional amount of spending generated for each dollar invested by Ontario Creates. This indicates that project budgets in 2020-21 exceeded expectations.
- Return on investment is a lagging measure. In 2019-20, Book Fund and Export Fund exceeded targets, while Magazine Fund did not.
- Ontario Music Fund's economic growth and employment indicators also lag behind. Results for 2019-20 are not comparable to previous years due to a reduction in funding beginning in 2019-20 (from a \$15M fund to a \$7M fund) before reviewing the program which was relaunched in 2020-21 as the Ontario Music Investment Fund. Negative results can be primarily attributed to the following:
 - Changes to the applicant pool (e.g. certain large companies that applied in 18/19 did not apply in 19/20, creating a significant drop in increased gross revenue figures year over year).
 - The 19/20 reports capture impacts from the first half of the 2020 calendar for Live Music which has a later activity window than our other program streams and would have been affected by COVID-19 related shutdowns.
- The number and value of both domestic and service film and television productions greatly exceeded projections, which as noted had been set conservatively. While there were no productions in the first quarter, once filming was allowed to proceed with health and safety precautions in place, the remainder of the year saw a steady increase in production. Similarly, LA-Office-assisted productions greatly outperformed expectations, with leads more than double the target at 112 against an anticipated 60, and value even exceeding 2019-20 levels by a healthy margin.

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- Targets linked to Strategic Goal #3 – collaboration and innovation were primarily not met. While the number of industry development initiatives led or supported by Ontario Creates came close to the target (58, below the targeted 60), there was a sharp decrease in the number of connections made at events, in the number of markets at which Ontario Creates had a strategic presence, and in the number of foreign markets supported via Export Fund (which saw a decrease of 29 per cent year over year). Many festivals and events were cancelled in 2020-21, or moved online, affecting the number of activities and attendees.
- Fewer than anticipated collaboration initiatives took place (three against a hoped-for six), however, those that occurred were strong in the number of business connections made (1,210). In fact, more connections were made than in two fiscals prior, even with fewer events. The value of deals and options emerging from collaboration events (\$22,500) was also higher than the prior fiscal and very close to the levels reached two years earlier.
- In the research area, several targets were not achieved relating to industry profiles viewed, unique views of the Business Intelligence Bulletin, documents added to the Online Research Library, and Business Intelligence projects released. In 2020-21, research team efforts focused on updates to the Online Research Library system, over the addition of new materials. The release of new business intelligence projects may have slowed, particularly in the early stages of the pandemic, as industry organizations adjusted to focus on their core member services functions and prioritized understanding the impacts of COVID-19 and necessary recovery strategies.
- Processing time across all tax credits was faster than anticipated, reaching 25.3 weeks as an annual average, compared to a target of 30 weeks. Several process changes were introduced to streamline tax credit application reviews, allowing processing and queue reduction to pick up speed.

How Risk Events and Other Significant Factors Experienced by the Agency Impacted Results

Ontario Creates tracks key risks regularly and submits quarterly risk assessment reports to the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) concerning risk factors, impact, and associated mitigation strategies.

In 2020-21, Ontario Creates made changes to its risk rating and reporting format to align with the new OPS Enterprise Risk Management (ERM) Directive. As of Q4 2020-21, the agency was tracking fourteen risks, of which five were medium-high, four were medium and five were deemed low. (Note: The risk rating is assigned based on residual risk after considering mitigation strategies.)

Significant risks facing the agency and the creative industries in 2020-21 included the following:

COVID-19 (Medium-High)

- In 2020-21, Ontario Creates continued to track the risk that due to COVID-19, agency programs and services may not provide adequate support to the province's creative industries, who have faced increased costs, requirements to shut down for prolonged periods, inability to travel and a range of other challenges throughout this period.
- As a mitigating strategy, the agency implemented flexibility on program delivery dates and eligible events, provided reimbursements for non-refundable costs and supported and/or led time-sensitive initiatives, including Ready to Roll and Shop. Stream. Support, that helped the industry respond to COVID-19 and boost recovery efforts.

Changing Regulatory and Technological Environment (Medium-High)

- The creative industries are rapidly evolving as a result of new technologies and regulatory rules. Ontario Creates strives to ensure that its programs and services are responsive to the current business environment for the creative industries, and regularly reviews and updates its programs to continue attracting projects to the jurisdiction and to support retention. However, some measures, such as making changes to tax credit frameworks, are not within the agency's control, and there remains a risk that programs will not adapt at the required pace or in the manner necessary to deliver maximum economic benefits to the province.
- The agency supports business intelligence work and has regular dialogue with its Industry Advisory Committees to remain informed about the evolving industry. Program parameters are regularly reviewed and updated as the environment changes and the agency works with partners at MHSTCI and the Ministry of Finance to discuss opportunities to ensure tax credit legislation and regulation better supports the industry as it evolves.

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The Burden of Health and Safety Costs in Film and Music (Medium-High)

- As a result of the ongoing COVID-19 pandemic, domestic film and music companies faced increased health and safety compliance costs and challenges obtaining adequate insurance to operate throughout 2020-21. A federal insurance backstop program provided some limited assistance to Ontario film and television companies but the risk remained that the compliance costs (which are largely ineligible for tax credits or other funding) could prove too burdensome for some small-to-medium-sized domestic productions and music companies.
- To assist with countering these challenges, Ontario Creates worked closely with the domestic production sector to understand current production barriers and communicated these with the Ministry. Ontario Creates implemented significant program flexibility to allow grant recipients to adapt eligible activities, extend project timelines, and advance milestone payments to assist companies whose projects were affected by COVID-19.

Board Size and Representation (Medium-High)

- The Board of Directors of Ontario Creates is currently small and does not include representation from all sectors; regional and ethnic diversity are also limited. Ontario Creates has identified this as a potential risk to the agency as it relates to effective governance and provision of strategic direction.
- New Board members are provided with extensive and ongoing briefings to ensure they have the information needed to support strong decision-making on behalf of the agency. Due to the small size of the board, existing members are currently taking on an increased workload to govern the agency, but this is not a sustainable long-term solution. Ontario Creates has provided the Ministry with a Board skills matrix identifying gaps and needs to support the identification of new Board members with desired skillsets.

Studio Space shortage (Medium-High)

- In 2020-21, Ontario Creates continued to track the risk that a shortage in purpose-built studio space could impede the province from attracting high-end, big-budget productions to the Province, resulting in a possible loss of jobs and GDP, and creating additional difficulties for domestic production to compete for space. Even with COVID-19, and with new space coming online in the GTHA and Ottawa, studio vacancy rates in Ontario have remained very low.
- To help counter the shortage, the Ontario Film Commission has been facilitating innovative opportunities to repurpose and redistribute existing studio space, as well as find and/or promote new locations suitable for production to increase capacity, such as existing warehouses and new soundstages.

Ontario Creates 2020-21 Performance Measures

Key Performance Indicator	2020-21 Target	2020-21 Actual	2019-20 Actual	2018-19 Actual	Notes
Strategic Goal #1: STIMULATE ECONOMIC GROWTH AND EMPLOYMENT					
1. Estimated value of Tax Credits (millions)	\$600	\$690	\$621	\$840	
2. Leverage Value (additional amount of financing generated for each dollar invested by Ontario Creates)					
a) Investment through all six Tax Credits	\$10.00	\$14.53	\$13.59	\$20.64	
b) Investment through Book Fund	\$0.60	\$0.65	\$0.60	\$0.57	
c) Investment through Film Fund (Production)	\$18.00	\$19.73	\$18.49	\$20.66	
d) Investment IDM Fund (Production)	\$2.00	\$2.75	\$2.17	\$1.96	
e) Investment through Magazine Fund	\$0.70	\$0.91	\$0.70	\$1.01	
f) Investment through Ontario Music Investment Fund (OMIF)	\$4.50	\$5.09	\$5.84	\$4.18	Note 7
g) Investment through Business Intelligence Program	\$0.90	\$1.31	\$0.91	\$1.75	
3. Return on Investment (sales earned for every dollar invested by Ontario Creates)					
a) Book Fund	\$2.00	Note 2	\$5.54	\$7.10	
b) Export Funding (Export Fund and IDM Fund: Global Market Development)	\$100.00	Note 2	\$125.12	\$169.05	
c) IDM Fund: Marketing Support	\$2.00	Note 2	Note 6	\$3.69	
d) Magazine Fund	\$0.75	Note 2	\$0.52	\$0.93	
4. Ontario Music Investment Fund Economic Growth and Employment Indicators					
a) Increased company gross revenue as a result of the OMIF (millions)	\$45.00	Note 2	N/A	\$30.23	Note 7
b) Private sector investment and equity secured as a result of the OMIF support (millions)	\$12.75	Note 2	N/A	\$13.56	Note 7
c) Jobs created and/or retained through OMIF projects (FTEs)	298	Note 2	N/A	611	Note 7
5. Other Economic Growth and Employment Indicators					
a) Weeks of work created and/or retained through IDM Fund and Film Fund projects	14,000	24,415	32,625	35,280	

Key Performance Indicator	2020-21 Target	2020-21 Actual	2019-20 Actual	2018-19 Actual	Notes
Strategic Goal #2: PROMOTE THE INDUSTRIES					
1. Film and Television Production					
a) Number of film and television productions that shoot in Ontario	36	104	170	152	
Domestic	21	61	102	92	
Service	15	43	68	60	
b) Value of film and television productions that shoot in Ontario (millions)	\$330	\$1,246	\$1,638	\$1,316	
Domestic	\$130	\$370	\$674	\$512	
Service	\$200	\$876	\$964	\$803	
c) Number of actively scouting domestic and service productions accessing Ontario Creates scouting services	38	114	140	154	
2. Los Angeles Office					
a) Number of leads developed by L.A. Office	60	112	110	120	
b) Proportion of L.A. Office-assisted projects that shoot in Ontario	60%	90%	60%	32%	Note 4
c) Value of L.A. Office-assisted projects that shoot in Ontario (millions)	\$125	\$969	\$654	\$343	
3. Social Media Influence					
a) Sysmos score	8/10	8/10	8/10	8/10	
b) Number of new subscribers to Ontario Creates social media channels	1,500	5,006	2,822	3,996	
4. Media Impressions					
a) Number of media impressions (millions)	50.0	110.3	71.7	184.6	
b) Number of Trillium Book Award media impressions (millions)	60.0	59.5	126.5	4.5	
c) Pick up on news releases (Trillium Book Award only)	NEW	471.0	New Measure as of 20/21		

Key Performance Indicator	2020-21 Target	2020-21 Actual	2019-20 Actual	2018-19 Actual	Notes
Strategic Goal #3: ENCOURAGE COLLABORATION AND INNOVATION					
1. Industry Development Support (Industry Development Program, Sector Marketing Support, other Ontario Creates support to industry development)					
a) Number of industry development initiatives led or supported by Ontario Creates	60	58	76	64	
b) Number of business connections/leads made by participants at Ontario Creates-led or supported initiatives	10,000	6,424	14,214NF	35,359	19/20 not final
c) Number of business connections and/or leads made as a result of OMIF Music Industry Initiatives	6,000	TBD	TBD	13,141	Note 6 Note 7
2. International Business Development					
a) Number of markets at which Ontario Creates has organized a strategic presence	11	6	7	6	
b) Number of foreign markets at which Ontario participants are supported through export activity support	150	129	181	241	
3. Collaboration Initiatives					
a) Number of Collaboration events led by Ontario Creates	4	3	5	4	
b) Number of business connections made through meetings at Collaboration events	900	1,210	1,050	1,167	
c) Number of deals/options arising from Collaboration events after 12 months	4	4	4	6	
d) Value (when applicable) of deals/options arising from Collaboration events after 12 months	\$5,000	\$22,500	\$13,750	\$23,000	
4. Business Intelligence					
a) Number of Business Intelligence projects released	8	6	10	10	
b) Number of Industry Profiles updated	8	11	8	8	
c) Number of unique views of Industry Profiles on the corporate website	15,000	6,217	12,830	14,816	
d) Number of new documents added to the Online Research Library	150	33	141	92	
e) Number of unique visitors to the Online Research Library	3,000	4,975	2,142	2,094	
f) Number of Business Intelligence Bulletin unique views	1,500	1,234	1,551	1,297	

Key Performance Indicator	2020-21 Target	2020-21 Actual	2019-20 Actual	2018-19 Actual	Notes
Strategic Enabler #1: ENSURE SERVICE AND OPERATIONAL EXCELLENCE					
1. Program Delivery					
a) Number of applications received (funds and tax credits)	1,800	2,248	2,588	2,464	Note 1
b) Average turnaround time across all tax credits (weeks)	30.0	25.3	35.1	33.8	
c) Average time tax credit files spend in analysis (weeks)	4.0	3.9	5.2	3.9	
d) Total number of tax credit products reviewed	2,700	3,611	2,947	3,183	
2. Service					
a) Number of service calls and emails	4,600	4,805	4,186	4,521	
b) Number of ministry inquiries	100	90	144	97	
c) Client satisfaction survey (approximately every 5 years)	N/A	N/A	N/A	Completed	Note 3

Key Performance Indicator	2020-21 Target	2020-21 Actual	2019-20 Actual	2018-19 Actual	Notes
Strategic Enabler #2: EMPOWER PEOPLE AND TEAMS					
1. Percentage of staff that have been at organization 5+ years	55%	62.5%	57.5%	62.9%	
2. Percentage of staff with Performance Development and Learning Plans	95%	94.4%	100.0%	94.3%	
3. Percentage of staff who engaged in 1+ professional development activities within the year	80%	94.4%	97.5%	98.6%	
4. OPS Employee Survey (positive or negative variance between Ontario Creates and OPS results on Employee Engagement Survey - when issued)					
a) Engagement Index	+9.0	+7.4	+9.6	+7.7	
b) Inclusion Index	+5.0	+4.6	+5.2	+5.3	
c) Performance Barriers	+3.5	+13.3	+3.4	+12.4	
d) Independence & Innovation	+2.0	+1.0	+1.7	-2.5	Note 5
e) Learning & Development	+9.0	+7.9	+9.1	+11.6	
f) Leadership Practices - Directors/Senior Managers	+12.0	+11.0	+11.6	+2.3	
g) Quality of Service	+14.0	+8.0	+14.2	+10.6	Note 5
h) Organizational Communication	+19.0	+14.3	+19.0	+14.4	
i) Survey Response Rate	+15.0	+29.0	+29.8	+12.0	

Key Performance Indicator	2020-21 Target	2020-21 Actual	2019-20 Actual	2018-19 Actual	Notes
COVID-19 Tracking Measures					
a) Number of investment commitments that were modified to reflect new COVID-19 related priorities	NEW	391		New for 20-21	
b) Value of funding that was flowed ahead of schedule to provide COVID-19 support	NEW	\$3,793,000		New for 20-21	
c) Improvement in tax credit analysis time due to mitigation strategies	NEW	25%		New for 20-21	
d) Amount of new warehouse/studio space OC helps facilitate for film production (sq. ft)	NEW	800,000		New for 20-21	
e) Importance Ontario Creates' COVID-19 support strategies to sustaining client organizations	NEW	N/A		New for 20-21	
f) Enabling People and Teams: staff ability to work from home	NEW	100%		New for 20-21	

NOTES:

Return on Investment (ROI) represents the amount generated in sales for every dollar invested by Ontario Creates.

Leverage value indicates the additional amount in financing generated for each dollar invested by Ontario Creates.

- (1) Target is relative to the number of Tax Credit applications certified
- (2) Results not yet available
- (3) Ontario Creates Client Satisfaction Survey was issued in 2017-18. Surveys are issued approximately every five years
- (4) Measure is the proportion of newly Confirmed projects/Projects scouting in a given quarter. Newly confirmed projects may exceed projects scouting in a given quarter, resulting in a proportion >100%
- (5) Some survey questions were revised in 2020 and as a result, the measure is not directly comparable to previous years.
- (6) Results not yet final due to final report extensions provided in recognition of activity cancellations or delays due to COVID-19 restrictions.
- (7) Results for 2019-20 are not comparable to previous years due to a reduction in funding beginning in 2019-20 (from a \$15M fund to \$7M) before year-end review of the program which was relaunched in 2020-21 as the Ontario Music Investment Fund with different program parameters from the former OMF.

Financial Performance

	2020-21 (\$ 000)		
	Business Plan	Actual	Variance
TOTAL REVENUE	37,437	42,460	5,023
TOTAL EXPENDITURES	41,606	40,745	861
Net Surplus (Deficit)	(4,169)	1,715	5,884

The Business Plan deficit reflected a decision to use unrestricted net assets strategically for certain time-limited initiatives. The Ministry of Heritage, Sport, Tourism and Culture Industries is the principal source of agency revenue (92%). The remaining portion is self-generated, made up of tax credit administration fees, investment income and other recoveries.

The 2020-21 revenue variance is due primarily to the agency securing one-time year end funding of \$3.76 million to assist in relieving financial pressures due to the COVID-19 pandemic. Also contributing to the positive revenue variance was tax credit administration fee revenue exceeding budgeted estimates by \$1.1 million.

Total expenditures were less than forecast in the Business Plan as a result of continued Government direction to reduce spending on non-program expenditures. Reductions occurred in several areas including salaries and benefits, corporate branding and advertising, and information services.

Grant and related program expenditures performed well against Business Plan assumptions, and certain underspends were seen in Film Commission activities.

Management's Responsibility for Financial Statements

The accompanying financial statements have been prepared by management in accordance with Canadian public sector accounting standards and are the responsibility of management. The preparation of the financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods. The financial statements have been properly prepared within reasonable limits of materiality and in light of information available up to September 28, 2021.

Management maintains a system of internal controls designed to provide reasonable assurance that the assets are safeguarded and that reliable financial information is available on a timely basis. The system includes formal policies and procedures and an organizational structure that provides for appropriate delegation of authority and segregation of responsibilities.

The Ontario Media Development Corporation operates as Ontario Creates. The agency's Board of Directors is responsible for ensuring that management fulfills its responsibilities. The Board has appointed an audit committee from among its own members. The audit committee meets periodically with senior management and the Office of the Auditor General of Ontario to discuss audit, internal control, accounting policy, and financial reporting matters. The financial statements are reviewed by the audit committee before approval by the Board of Directors.

The Office of the Auditor General of Ontario conducts an annual audit in accordance with subsection 14(1) of Ontario Regulation 672/00 of the *Development Corporations Act*. The auditor's report outlines the scope of the auditor's examination and opinion.



Karen Thorne-Stone
President & Chief Executive Officer



Raina Wells
Director, Business Affairs and Research

September 28, 2021



Office of the Auditor General of Ontario
Bureau de la vérificatrice générale de l'Ontario

Independent Auditor's Report

To the Ontario Media Development Corporation and
To the Minister of Heritage, Sport, Tourism and Culture Industries

Opinion

I have audited the financial statements of the Ontario Media Development Corporation (operating as Ontario Creates), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Ontario Creates as at March 31, 2021 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of Ontario Creates in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Ontario Creates' ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Ontario Creates either intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Ontario Creates' financial reporting process.

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Box 105, 15th Floor
20 Dundas Street West
Toronto, Ontario
M5G 2C2
416-327-2381
fax 416-326-3812

B.P. 105, 15^e étage
20, rue Dundas ouest
Toronto (Ontario)
M5G 2C2
416-327-2381
télécopieur 416-326-3812

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- 2 -

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Ontario Creates' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Ontario Creates' ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Ontario Creates to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Toronto, Ontario
September 28, 2021



Susan Klein, CPA, CA, LPA
Assistant Auditor General

Statement of Financial Position

As at March 31, 2021

	2021 (\$ 000)	2020 (\$ 000)
ASSETS		
Cash and cash equivalents (Note 3)	24,862	24,261
Short-term investments (Note 3)	4,493	4,463
Accounts receivable	3,841	166
Accrued interest	4	84
Prepaid expenses	42	50
Current assets	33,242	29,024
Capital assets (Note 4)	315	440
	33,557	29,464
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	24,394	21,955
Due to the Province	260	529
Current liabilities	24,654	22,484
DEFERRED REVENUE (Note 6)	154	-
ACCRUED EMPLOYEE BENEFITS OBLIGATION (Note 10)	705	651
NET ASSETS		
Invested in capital assets	315	440
Internally restricted (Note 6)	-	465
Unrestricted	7,729	5,424
	8,044	6,329
	33,557	29,464
COMMITMENTS AND CONTINGENCIES (Note 9 and 12)		

The accompanying notes are an integral part of these statements.

On behalf of the Board:



Chair



Member, Audit Committee

Statement of Operations

For the Year ended March 31, 2021

	2021 (\$ 000)	2020 (\$ 000)
REVENUE		
Ministry of Heritage, Sport, Tourism and Culture Industries (Note 6)	39,141	38,457
Tax credit administrative fees	2,595	2,785
Prior year grants (rescinded) or recovered (Note 8)	190	(55)
Return of investment under assistance programs	296	245
Interest	115	681
Other	123	132
	<u>42,460</u>	<u>42,245</u>
EXPENSES		
Ontario Music Investment Fund	6,130	7,267
Industry development initiatives	12,657	13,203
Operating expenses (Note 7)	10,879	11,000
Interactive Digital Media Fund	9,371	9,264
Toronto International Film Festival Group grants	1,295	1,295
Research initiatives	413	202
	<u>40,745</u>	<u>42,231</u>
Excess of revenue over expenses	<u>1,715</u>	<u>14</u>

The accompanying notes are an integral part of these statements.

Statement of Changes in Net Assets

For the Year ended March 31, 2021

	2021 (\$ 000)			2020 (\$ 000)	
	Invested in Capital Assets	Internally Restricted	Unrestricted	Total	Total
Balance, beginning of year	440	465	5,424	6,329	6,315
Excess of revenue over expenses	(315)	(465)	2,495	1,715	14
Investment in capital assets	190	-	(190)	-	-
Balance, end of year	<u>315</u>	<u>-</u>	<u>7,729</u>	<u>8,044</u>	<u>6,329</u>

The accompanying notes are an integral part of these statements.

Statement of Cash Flows

For the Year ended March 31, 2021

	2021 (\$ 000)	2020 (\$ 000)
Cash flows from operating activities		
Excess of revenue over expenses	1,715	14
Amortization of capital assets	315	308
	<u>2,030</u>	<u>322</u>
Changes in non-cash working capital		
Accounts receivable	(3,675)	(89)
Prepaid expenses	8	(43)
Accrued interest	80	25
Current liabilities	2,170	(2,740)
Deferred revenue	154	(1,158)
Accrued employee benefits obligation	54	(51)
	<u>(1,209)</u>	<u>(4,056)</u>
Net cash from (used in) operating activities	821	(3,734)
Capital Activities		
Purchase of capital assets	(190)	(396)
Investing Activities		
Purchase of short-term investments	13,206	27,247
Proceeds from short-term investments	(13,236)	(21,649)
	<u>(30)</u>	<u>5,598</u>
Net increase in cash	601	1,468
Cash and cash equivalents at beginning of year	24,261	22,793
Cash and cash equivalents at end of year	<u>24,862</u>	<u>24,261</u>

The accompanying notes are an integral part of these statements.

Notes to Financial Statements

March 31, 2021

1. BACKGROUND

The Ontario Media Development Corporation (the 'Corporation'), also known as Ontario Creates, is an agency of the Ministry of Heritage, Sport, Tourism and Culture Industries of the Government of Ontario created under Regulation 672/00 of the *Development Corporations Act*, and as such is not required to pay income taxes. The Corporation promotes the economic growth of Ontario's cultural media sector and focuses on strategic partnerships among all the industries - film, television, sound recording, book and magazine publishing and interactive digital media. The Corporation is classified as a government not-for-profit organization for accounting purposes.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared by management in accordance with the accounting standards for government not-for-profit organizations included in the Canadian Public Sector Accounting Standards (PSAS).

Significant accounting policies followed in the preparation of these financial statements include:

(a) Capital Assets

Capital assets are recorded at cost less accumulated amortization. Capital assets are amortized on a straight-line basis over the following terms beginning in the year of acquisition:

Furniture and Office Equipment	10 years
Computer Hardware	3 years
Computer Software	3 years
Website	3 years
Leasehold Improvements	5 years

(b) Revenue Recognition

Unrestricted government base operating grants are recognized as revenue in the period received. Restricted government grants are deferred and recognized as revenue in the year in which the related expenses are approved.

Tax credit administrative fees are recognized when earned, which is normally upon receipt. The return of investment under assistance programs is recorded on a cash basis because a reasonable estimate of the amounts to be collected cannot be made.

(c) Grants and Recoupable Advances

Grants and recoupable advances are recorded as expenses and accounts payable and accrued liabilities in the year that the Corporation approves the grant or advance. As they are subject to certain performance conditions placed on the recipients, they are reflected net of an allowance for estimated grants or recoupable advances to be rescinded or recovered. Grants and advances approved in prior years that are rescinded or recovered in the year in excess of the allowance are recorded as revenue.

(d) Contributed Services

Contributed services are received for certain events and are not recognized in the financial statements.

(e) Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, current bank accounts, bankers' acceptances and bearer deposit notes from Canadian chartered banks with terms of maturity of less than 93 days.

(f) Short-term Investments

Short-term investments are comprised of provincial treasury bills with terms of maturity of 93 days to one year.

(g) Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires that management make estimates and assumptions that affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses.

Actual results could differ from management's best estimates as additional information becomes available in the future. The items subject to the most significant estimates are amortization of capital assets, employee future benefits, allowance for rescinded grants and accounts payable and accrued liabilities.

(h) Financial Instruments

The Corporation's financial instruments which consist of cash and cash equivalents, short term investments, accounts receivable, accounts payable and due to the province are all valued at cost. As cost approximates fair value given the short term nature of the maturities, no statement of remeasurement gains and losses is included.

(i) Employee Benefits

The Corporation follows PSAS requirements for accounting for employee future benefits, which includes post-employment benefits payable upon termination. Under these requirements, the cost of post-employment benefits is charged to operations annually as incurred.

3. FINANCIAL INSTRUMENTS

Credit and Interest Rate Risk – Credit risk may arise from the possibility that a creditor defaults on payment obligations, while interest rate risk is inherent in investments due to fluctuations in interest rates. The Corporation's exposure to credit and interest rate risk is minimal as the Corporation's cash and cash equivalents and short-term investments have relatively short maturity spans and are held with leading Canadian chartered banks.

Cash and cash equivalents include \$23.419 million (2020 - \$14.905 million) of bankers' acceptances from Canadian chartered banks with interest rates ranging from 0.15% - 0.25% (2020 - 0.98% - 1.94%). Short-term investments of \$4.493 million (2020 - \$4.463 million) consist of provincial treasury bills with interest rates ranging from 0.14% - 0.19% (2020 - 1.06% - 1.85%).

Market Risk - Market risk arises when the value of an investment portfolio decreases as a result of changes in the volatility of interest rates, stock prices and foreign exchange risks. The Corporation is not exposed to any market risk due to the nature of its investments.

Liquidity Risk - Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating requirements. The Corporation prepared budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. Over 90% of the Accounts payable and accrued liabilities are payable to recipients, which are generally paid within the next fiscal year.

There have been no significant changes to the risk exposure from 2020.

4. CAPITAL ASSETS

	2021 (\$ 000)			2020 (\$ 000)
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Furniture and Office Equipment	196	140	56	75
Computer Hardware	93	53	40	29
Computer Software	672	483	189	265
Website	120	92	28	68
Leasehold Improvements	5	3	2	3
	<u>1,086</u>	<u>771</u>	<u>315</u>	<u>440</u>

5. ALLOWANCE FOR RESCINDED GRANTS

Allowance for rescinded grants is included in accounts payable and accrued liabilities on the Statement of Financial Position as follows:

	2021 (\$ 000)	2020 (\$ 000)
Allowance, beginning of year	400	825
Change in allowance	285	(425)
Allowance, end of year	<u>685</u>	<u>400</u>

The allowance is recorded in the Statement of Operations as follows:

	2021 (\$ 000)	2020 (\$ 000)
Ontario Music Investment Fund	60	100
Industry Development Initiatives	625	300
	685	400

6. MINISTRY OF HERITAGE, SPORT, TOURISM AND CULTURE INDUSTRIES FUNDING

The Ministry of Heritage, Sport, Tourism and Culture Industries (a related party) provided a \$32.295 million (2020 - \$28.497 million) base operating grant which has been recognized as revenue in the fiscal year. The Ministry also provided funding of \$7 million for the Ontario Music Investment Fund (2020 - \$7 million).

	2021 (\$ 000)	2020 (\$ 000)
	Ontario Music Investment Fund	Total
Deferred Revenue - Opening balance	-	1,158
Funding received	7,000	8,800
Recognized as revenue	(6,846)	(9,958)
Deferred Revenue - Closing balance	154	-

Revenue recognized for the Ontario Music Investment Fund includes \$6.130 million (2020 - \$7.267 million) in grants, \$0.634 million (2020 - \$0.775 million) in Operating expenses and prior year grants rescinded or recovered in the year of (\$0.082) million (2020 - \$0.014 million).

In fiscal 2020, \$0.465 million was internally restricted for the following programs: The Canadian Books in Ontario Schools program for \$0.207 million and the Tax Credit Transitional Grant program for \$0.258 million. These amounts were spent in the current fiscal year.

7. OPERATING EXPENSES

	2021 (\$ 000)	2020 (\$ 000)
Salaries, wages and benefits		
- Tax credit administration	2,985	3,012
- Industry development	2,487	2,716
- Business affairs and research	1,569	1,374
- Other	1,049	718
	8,090	7,820
Corporate expenses and operations	1,314	1,362
Program support	494	619

Advertising, promotion & publications	359	421
Amortization of capital assets	315	308
Consulting services	304	182
Travel	3	288
	10,879	11,000
	10,879	11,000

8. PRIOR YEAR GRANTS RESCINDED OR RECOVERED

Amounts (rescinded) or recovered are shown net of the allowance for rescinded grants on the Statement of Operations as follows:

	2021	2020
	(\$ 000)	(\$ 000)
Amounts received during the year	590	770
Less: prior year allowance	400	825
Prior year grants (rescinded) or recovered	190	(55)
	190	(55)
	190	(55)

Rescinded or recovered amounts during the year were as follows:

	2021	2020
	(\$ 000)	(\$ 000)
Ontario Music Investment Fund	19	214
Industry Development Initiatives	571	556
	590	770
	590	770
	590	770

9. LEASE EXPENSES

The Corporation is committed under operating leases for premises and office equipment, with future minimum payments as follows:

	(\$ 000)
2022	430
2023	432
2024	253
2025	-
2026	-
	1,115
	1,115

The premises lease was renewed commencing on November 1, 2018 and expiring on October 31, 2023. The lease contains an option to extend the term beyond October 31, 2023 for a period of five years. The Corporation is committed to future minimum payments for its premises lease of \$1,099,000 and its proportionate share of realty taxes and operating expenses which amounted to \$442,000 during 2021 (2020 – \$408,000). These amounts are expected to be similar in future years. Infrastructure Ontario (a related party) makes the lease payments to the landlord, and is subsequently reimbursed by the Corporation.

The Corporation is committed to future minimum payments totalling \$16,000 under its operating leases for office equipment, which expire at various times over the next three years.

10. OBLIGATION FOR EMPLOYEE FUTURE BENEFITS

(a) Pension Plans

The Corporation's full-time employees participate in the Public Service Pension Plan (PSPP) or the Ontario Public Service Employees' Union Pension Plan (OPSEU-PP), which are defined benefit pension plans for employees of the Province and many provincial agencies. The Province of Ontario, which is the sole sponsor of the PSPP and a joint sponsor of the OPSEU-PP, determined the Corporation's annual payment to the funds. Since the Corporation is not a sponsor of these funds, gains and losses arising from statutory actuarial funding valuations are not assets or obligations of the Corporation, as the sponsors are responsible for ensuring that the pension funds are financially viable. The Corporation's annual payments of \$607,000 (2020 - \$582,000) are included in operating expenses in the Statement of Operations.

(b) Accrued Employee Benefits Obligation

The costs of any legislated severance and unused vacation entitlements are recognized when earned by eligible employees. The total liability for legislated severance and vacation is reflected in the accrued employee benefits obligation, less any amounts payable within one year, which are included in accounts payable and accrued liabilities, as follows:

	2021 (\$ 000)	2020 (\$ 000)
Total liability for legislated severance and vacation	1,196	1,040
Less: Due within one year and included in accounts payable and accrued liabilities	(491)	(389)
Accrued employee benefits obligation	705	651

The undiscounted severance cost for the year is included in salaries, wages and benefits disclosed in Note 7, and amounted to \$0 (2020 – \$34,000). During the year, the accrued employee benefits obligation was reduced by \$109,000 (2020 - \$163,000) due to a curtailment resulting from changes under the Public Service Act of Ontario in 2015. The legislative severance portion of the accrued benefit obligation was calculated based on the following assumptions: discount rate of 1.75% (2020 - 2.45%); and estimated average years to retirement of 8.24 years (2020 - 9.23 years). Due to the curtailment of the plan in 2015, no assumption of wage and salary escalation was used (2020 – 0%). These assumptions are management's best estimates.

(c) Other Non-Pension Post-Employment Benefits

The cost of other non-pension post-retirement benefits is determined and funded on an ongoing basis by the Province (a related party) and accordingly is not included in these financial statements.

11. PUBLIC SECTOR SALARY DISCLOSURE

Section 3 of the *Public Sector Salary Disclosure Act, 1996* requires disclosure of Ontario public sector employees who were paid an annual salary in excess of \$100,000 in the calendar year 2020. For the Corporation, this disclosure is as follows:

Name	Title	Salary
Marina Adam	Manager, Ontario Music Office	\$122,972
Jennifer Blitz	Director, Tax Credit and Financing Program	\$132,036
Erin Creasey	Director, Industry Development Group	\$107,490
Justin Cutler	Manager, Films	\$123,362
Patrick Dervin	Corporate Controller	\$107,052
Raina Feldman	Director, Business Affairs & Research	\$169,979
Kristine Murphy	Director, Industry Development Group	\$167,653
Ho Jun Shin	Information Technology Team Lead	\$102,418
Karen Thorne-Stone	President & Chief Executive Officer	\$220,500

12. CONTINGENCIES

Contingencies refer to legal claims that have been made against the Corporation, the ultimate outcome of which cannot be predicted. The outcome and associated legal fees of current legal proceedings are not expected to have a material or adverse effect on the Corporation's results and management does not believe any provisions for losses are necessary at this time. No amounts have been recognized in the accounts for claims made against the Corporation.

Supplemental Information (unaudited)

The following chart illustrates that 91.8% of OMDC's expenditures for the year ended March 31, 2021 are program-related.

	Corporate (\$ 000)	Program Related (\$ 000)	2021 Total (\$ 000)
Direct Support (from Statement of Operations):	-	29,866	29,866
From Note 7:			
Salaries, Wages and Benefits	1,982	6,108	8,090
Corporate Expenses and Operations	1,023	291	1,314
Consulting Services	4	300	304
Amortization of Capital Assets	20	295	315
Advertising, Promotion & Publications	301	58	359
Program Support	-	494	494
Travel	1	2	3
Total Expenditures	<u>3,331</u>	<u>37,414</u>	<u>40,745</u>
% of total	<u>8.2%</u>	<u>91.8%</u>	<u>100.0%</u>



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