

Ontario
Trillium
Foundation



Fondation
Trillium
de l'Ontario

An agency of the Government of Ontario
Un organisme du gouvernement de l'Ontario

Healthy Vibrant Ontario

Ontario Trillium Foundation 2025 – 2028 Business Plan

2025–2026 to 2027–2028

Board Approved:

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Executive Summary

The 2025-2028 Business Plan outlines OTF's strategic initiatives for the next three years. This plan demonstrates how our grant programs will make significant investments in communities, aligning with OTF's strategy, Grant Investment Framework and key government priorities as specified in the Minister of Tourism, Culture and Gaming's (MTCG) Letter of Direction. We will maintain close collaboration with our government partners, MTCG and the Ministry of Children, Community and Social Services, who are crucial funders of our work, to ensure that every dollar invested benefits local communities.

In 2025-2026 OTF will:

- Offer grants through Seed, Grow and Capital grant streams.
- Offer grants through the Youth Opportunities Fund: YOF provides grants to grassroots, collaboratives, and community groups through the Youth Innovations, Family Innovations and System's Innovations streams. The fund has an emphasis on programs led by Indigenous and Black communities.
- Offer the Partnership Investment program which connects the non-profit, public, and private sectors to build a stronger non-profit sector.
- Support organizations in their application and grantee journey with efficient customer service, outreach, and application resources and the monitoring OTF's portfolio of current grants.
- Continue to deliver an accountable grant review process including support from Grant Review Teams.
- Continue OTF's effective measurement practice to understand and report on the impact of its grants.
- Maintain strong governance practices that support delivery of government priorities.
- Continue to implement efficient operational processes that enable grants to be delivered to community organizations efficiently:
 - Support the OTF staff and volunteers,
 - Rigorous budget management that delivers value for money,
 - Robust IT and cybersecurity practices that provide for an effective working environment while keeping data and information safe.

1. Mandate

Mission

The mission of the Ontario Trillium Foundation (OTF) is to build healthy and vibrant communities throughout Ontario by investing in community-based initiatives and strengthening the impact of Ontario's non-profit sector.

OTF is an agency of the Ontario government, and as a grantor, enables the government to invest public funds directly into local communities and make lives better for all Ontarians by delivering positive economic and social impact.

OTF's governance documents shape the key funding principles for the agency, specifically: to help organizations through time-limited, results-oriented grants; focus investments in four mandated sectors: human and social services, arts and culture, sport and recreation and the environment; and direct grants to local community organizations that deliver direct programs and services to community members, and invest in initiatives that strengthen the infrastructure, resources, and relationships to build a stronger non-profit sector.

OTF's work is aligned with the government's priorities to be innovative, sustainable and accountable – as outlined in the Minister of Tourism, Culture and Gaming's Letter of Direction. Its funding programs provide value for money as every dollar invested supports local communities.

Values and Operating Principles

OTF's values and operating principles guide and help shape its culture. Volunteers and staff reflect these values and principles in the activities and relationships that further the organizations' work. OTF's values are to:

- Act with integrity and fairness.
- Provide outstanding customer service.
- Lead change that matters to communities.
- Pursue excellence in all we do.
- Improve through knowledge and learning.
- Build trust through transparency and accountability.
- Pursue diversity, equity, and inclusion in everything we do.

Building Healthy and Vibrant Communities

OTF delivers a range of unique grant programs with a broad reach and scope:

Each year, OTF invests more than \$100 million in grants on behalf of the Ministry of Tourism, Culture and Gaming (MTCG), and the Ministry of Children, Community and Social Services (MCCSS) to enable non-profit organizations and grassroots groups to provide essential programs, services and supports that help Ontarians to thrive. Local projects aim to enhance economic well-being, foster more active lifestyles, support child and youth development, provide spaces for people to come together and connect, and create a more sustainable environment.

- Since 1982, OTF has provided grant opportunities for charities, not-for profits, Indigenous communities, and small municipalities to deliver essential programs and services for their communities.
- Since 2013, OTF has administered the Youth Opportunities Fund on behalf of the MCCSS. The program provides grants to community-based organizations and collaboratives including grassroots groups, focused on improving the wellbeing of children, youth, and families facing systemic barriers.

- OTF aims to build the capacity of the non-profit sector, inspire innovation and build resiliency through multi-sector partnerships. Engaging funders, intermediaries and organizations in this work strengthens our ability to build a healthier and more equitable non-profit sector in Ontario.
- OTF monitors a significant portfolio of active grants to provide support to grantees throughout the life of their grant and ensure accountability for the outcomes of projects.

OTF's Unique Value

- **Maximize every dollar:** OTF ensures operational efficiency and effectiveness to maximize the return on the government's investment so that every dollar invested supports local communities and provides value for money to taxpayers.
- **Community focus:** OTF has a deep connection to Ontario communities. Grants are invested locally with community organizations to support their delivery of local programs and services as well as support equity deserving communities and Indigenous communities. The Directors serving on OTF's Board and OTF's talented and dedicated staff are located in more than 50 communities across the province.
- **Local input:** More than 300 volunteers, who participate in their local grant review teams across 16 geographic catchment areas, support the grant application assessment and funding recommendation process providing local community perspective.
- **Strong governance, oversight and accountability framework:** A fully engaged Board of Directors, who are appointed via Orders in Council, governs the affairs of OTF. They provide strategic direction and oversight of OTF operations. OTF's Board governance framework provides the direction for financial oversight and systems which are designed to maximize accountability. Granting infrastructure (policies, processes, systems and technology and expertise) enables an efficient, transparent and accountable process that enables the board to accept the grant recommendations put forward by Grant Review Teams in each catchment.
- **Government Engagement:** OTF works closely with the Ontario government to provide opportunities for Members of Provincial Parliament (MPPs) to engage with grantees in local communities across the province. Grantees acknowledge the role of the provincial government and offer opportunities for MPPs to experience the impact of OTF grants in their communities.
- **Value to Government:** OTF continues to be open to opportunities to deliver relevant and essential funding programs to the non-profit sector that are aligned with both the mission and priorities of the government.

Mission:

OTF's mission is to build healthy and vibrant communities throughout Ontario by investing in community-based initiatives and strengthening the impact of Ontario's non-profit sector.

Values and Operating Principles:

Integrity &
Fairness

Outstanding
Customer
Service

Change that
Matters

Excellence

Knowledge
and Learning

Transparency
and
Accountability

Equity &
Inclusion

Strategic goals:

OTF will continue to improve the health and well-being of people in Ontario by building on its strengths:

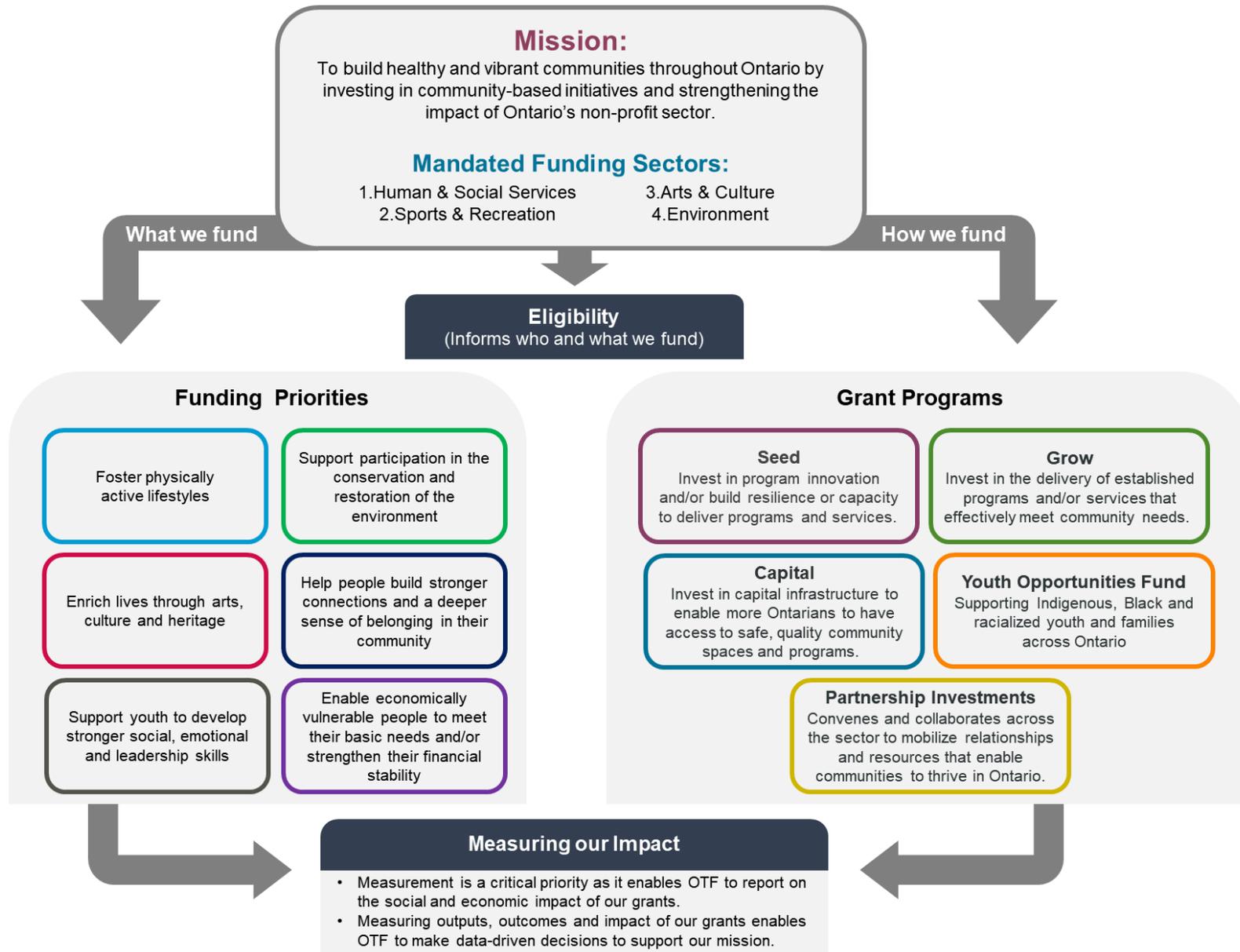
Delivering grants
that improve the
lives of Ontarians

Supporting Ontario's
non-profit sector to
innovate and deliver
greater impact

Being a high-value
partner in the
delivery of public
funds

Unique value: OTF is open to new opportunities to deliver relevant and essential government funding programs to the non-profit sector, to benefit Ontario's communities, that are aligned with both OTF's mission and priorities of the government.

Grant Investment Framework



2. Strategic Direction

OTF's Strategic Goals and Objectives

OTF's strategy shapes the business plan and is informed by a) its strategic goals and objectives, b) the Grant Investment Framework and c) government priorities that are outlined in the Minister's 2025-2026 Letter of Direction.

OTF's 2024-2029 strategic plan was designed to enable OTF to better respond to the changing needs of the non-profit sector in the coming years and evolve to ensure the agency could continue to be an effective funder as it continues to meet its mission.

OTF delivers on its mission through three goals and five objectives. They provide a roadmap for how the organization will work to meet its mission and implement the business plan.

<p>Goal 1: Deliver grants that improve the lives of Ontarians.</p>	<p>Goal 2: Support Ontario's non-profit sector to innovate and deliver greater impact.</p>	<p>Goal 3: Be a high-value partner in the delivery of public funds.</p>
<p>Objectives</p> <ul style="list-style-type: none">a) Invest granting budget into Ontario communities in line with the Grant Investment Framework.b) Grantees deliver community benefits that align with OTF funding priorities.	<p>Objective:</p> <ul style="list-style-type: none">a) Collaborate with community partners to build capacity that will help to strengthen the resilience and sustainability of the nonprofit sector.	<p>Objectives:</p> <ul style="list-style-type: none">a) Demonstrate effective and accountable stewardship of public funds.b) Explore granting opportunities with government to deliver on shared priorities.

Grant Investment Framework: How We Invest in Communities

The Grant Investment Framework provides the direction for how OTF will invest in Ontario's communities and support the sector's needs.

The framework helps applicants to understand the change and impact that OTF is investing in, reinforce who is eligible for grants and offer relevant grant programs that help organizations to meet the needs of their communities.

Who we fund	What we fund	How we fund
<p>OTF's eligibility criteria and/or requirements identify the types of organizations that are eligible to receive grants.</p>	<p>Funding priorities identify the outcomes that OTF invests in, across its community grant programs.</p> <p>OTF's community grant programs have unique priorities that fit the purpose of Seed, Grow and Capital grants, and the Youth Opportunities Fund.</p> <p>Partnership Investments program co-invests in projects that build capacity and strengthens the infrastructure, resources and relationships for a stronger non-profit sector.</p>	<p>OTF's grant programs award funding to grantee organizations and partnerships.</p>

Who We Fund: Eligible Applicants

OTF's governing documents set out the primary eligibility principles.

Core eligibility requirements for community grants indicate that applicants need to:

- deliver programs and services in one of the four sectors OTF funds (sports and recreation, arts and culture, environment, human and social services, and
- have a primary purpose, presence, and reputation for delivering community-based programs and services with direct community benefit in one of OTF's 16 catchments in Ontario.

OTF supports many types of applicants to help them deliver community-based programs and services and specifically not-for-profits and charities, Indigenous communities and small municipalities.

Partnership Investments program: OTF also co-invests in partnerships and projects that build the capacity and strengthens the infrastructure, resources and relationships for a stronger non-profit sector. These investments are through multi-stakeholder partnerships that include the non-profit, public and private sectors.

What We Fund: Funding Priorities

The funding priorities identify the change that OTF wants to make in communities and support the delivery of OTF's mission. OTF will grant to organizations that deliver on initiatives that fit these core areas.

Community Investment Funding Priorities

Community Investment's six priority areas provide the context for how OTF builds healthy and vibrant communities.

They explain the outcomes that OTF seeks in its investments and guide the focus of its grant programs, Seed, Grow, Capital and centres the Youth Opportunities Fund. Applicants identify which outcome best fits the project they are seeking funding for:

- Foster physically active lifestyles: Being active helps people learn new skills, build social connections and benefits people's physical and emotional health.
- Help build stronger connections and a deeper sense of belonging in their community: Communities work best and can accomplish more when the people who live in them can meet and engage with one another. By closing the social, economic and physical distances between people and their communities, we can improve people's overall sense of belonging.
- Enrich lives through arts, culture and heritage: Arts, culture, and heritage help define our communities and help us connect with people and places. When we have the means and opportunities to experience or express ourselves artistically and creatively, we can better understand each other, our history, and common hopes for the future.
- Enable economically vulnerable people to meet their basic needs and/or strengthen their financial stability: People's economic security improves when the risks of poverty are reduced, and their economic opportunities are enhanced. When needs are met for the most financially vulnerable, they are in a better position to succeed leading to more employment choices and being less at risk of falling into poverty.
- Support youth to develop stronger social, emotional and leadership skills: The right set of skills, experiences, and relationships enable children and youth to develop into successful, community-engaged adults. The appropriate support and systems to help them throughout their early lives to adulthood, including family, educational opportunities.
- Support participation in the conservation and restoration of the environment: Maintaining Ontario's rich and diverse natural environment is essential to our economic prosperity. A healthy environment depends on people participating in conservation and restoration efforts to ensure we build sustainable spaces and programs that protect and restore our ecosystems.

Youth Opportunities Fund Priority Outcomes

YOF Priority Outcomes reflect the changes YOF is investing in. Projects will work towards advancing their selected outcomes through the project activities. Applicants identify which outcome best fits the project they are seeking funding for.

Youth Innovations

- Empowering girls and young women to lead, including women's economic empowerment initiatives.
- Supporting Indigenous, Black, and/or newcomer youth to enter the labour market and transition to sustainable career pathways.
- Supporting youth in and/or leaving care and/or involved in the justice system to navigate and access resources for wellbeing.
- Addressing racism and its impacts on youth in urban, rural and/or Northern communities
- Creating safe spaces for Indigenous and/or Black youth to build strong community and cultural connections.

Family Innovations

- Creating safe spaces for Indigenous and/or Black parents, guardians, and caregivers to strengthen relationships, build strong community and cultural connections, and heal from trauma.
- Supporting parents, guardians, and caregivers to navigate and access resources for economic stability.
- Supporting parents, guardians and caregivers to effectively navigate, access, and influence systems that affect family well-being.

System Innovations

- Supporting youth in and leaving care and/or involved in the justice system to navigate and access resources for wellbeing.
- Addressing racism and its impacts on youth in urban, rural, and/or Northern communities.
- Empowering girls and/or young women to lead, including women's economic empowerment initiatives.
- Supporting Indigenous, Black, and/or newcomer youth to enter the labour market and transition to sustainable career pathways.
- Creating safe spaces for Indigenous and/or Black youth to build strong community and cultural connections.

Partnership Investments Priorities: Partnership Investments mobilizes relationships and resources to strengthen the sector pro-actively in ways that no one partner can do alone. The program does this through its priority areas: Inclusive and Resilient Sector, Data and Learning, New Sources of Capital, and Social Research and Development.

How We Fund – Grant Programs

OTF offers diverse granting programs, to meet the varying needs of organizations and community groups. Every dollar invested through grant programs support local communities and help to maximize the return on the province's investment as funds are directed to projects that can have the greatest impact for Ontarians.

- Community Investments
 - Seed grants invest in projects at the idea or conceptual stage, support initiatives that help to build resilient programs for today and the future and enable organizations to better serve their communities.
 - ✓ Build resilience and/or capacity by transforming strategy to deliver programs/services.
 - ✓ Future-proof programs and services through digital preparedness.
 - ✓ Pilot an innovative program/service to address a community need.
 - Grow grants invest in the delivery of established programs and/or services that effectively meet community needs.
 - ✓ Expand an existing program.
 - ✓ Improve an existing program.
 - ✓ Adapt an existing program.
 - Capital grants invest in capital infrastructure to enable more Ontarians to have access to safe, quality community spaces and programs.
 - ✓ Increase the use of a facility or space by expanding functionality, square footage, participation rates and/or usable hours.
 - ✓ Extend the life of a facility or space through repairs, retrofits or renovations.
 - ✓ Improve a facility or space to make it accessible to all people.
 - ✓ Enhance program/service delivery through the purchase of fixed and non-fixed equipment including technology.

- Youth Opportunities Fund
 - The Youth Opportunities Fund is administered on behalf of the Ministry of Children, Community and Social Services. The fund provides grants and capacity building supports focused on improving the wellbeing of children, youth, and families facing systemic barriers with a focus on Indigenous and Black youth and families. The YOF's priority outcomes reflect the changes YOF is investing in.
 - YOF focuses on outreach, community engagement, investments and capacity building supports for grantees that support the delivery of their projects. YOF awards grants through three granting streams:
 - ✓ Youth Innovations: To invest in youth-led grassroots groups and youth-adult partnerships to explore different approaches, and new ideas or expand the reach or impact of proven projects supporting young people ages 12-25.
 - ✓ Family Innovations: To invest in parent-, guardian- or caregiver-led grassroots groups to explore different approaches and new idea or expand the reach of proven community projects supporting parents, guardians and caregivers (PGC).
 - ✓ System Innovations: To invest in collaboratives that are strengthening the quality and responsiveness of systems, so they work better for youth facing systemic barriers.

- Partnership Investments
 - OTF partners with other funders, intermediaries and organizations across the public, private and non-profit sectors to co-create the conditions that help to build capacity and enable a healthier, more resilient and more equitable non-profit sector in Ontario.
 - The Partnership Investments program mobilizes relationships and resources for investment in innovative partnerships, convenings and knowledge mobilization opportunities to co-create conditions that enable non-profits in communities across Ontario to thrive and advance outcomes for Ontarians.
 - The program works to strengthen the sector in four priority areas and in ways that no one partner can do alone:
 1. Inclusive and Resilient Sector: The resilience and adaptive capacity of the sector is steadily nurtured,
 2. New Sources of Capital: The sector benefits from a strong community finance ecosystem and able to access capital.
 3. Social Research and Development (R&D): Supporting Social R&D practice, to help the sector to reimagine solutions to pressing issues and improved systems for lasting impact.
 4. Data and Learning in which the sector benefits from a healthy ecosystem for data, learning and action.

Granting Principles

OTF delivers its Community Investments and YOF grant programs based on the following tenets:

- Fair and transparent granting processes,
- Involve local volunteers (Grant Review Teams and the Grant Review Committee) in assessing and recommending high impact grants,
- Deliver, through a well-defined, “digital first” grant application and review process that optimizes digital service offerings,
- Accountability and value for money through strong governance and robust grant operations and procedures, and
- Collect data to support and inform decision making and understand the impact of community grants.

Measuring Outcomes

Measurement remains critical to OTF’s reporting and storytelling. OTF’s goal is to strike a balance between what is measured in order to report effectively on the results of its granting investments while encouraging grantees to measure what is most meaningful to them in assessing the results of their OTF grants.

OTF aggregates data on the inputs, outputs, and project deliverables and activities to illustrate the impact OTF funding is having across communities.

- This approach will allow OTF to measure its impact and continue to tell compelling stories.
- Measurement is a critical priority as it enables OTF to measure the social, cultural and economic impact of grants.
- Measuring outputs, outcomes and impact of our grants enables OTF to make data-driven decisions that support the mission.

Local Decision Making: Grant Review Teams

Local community volunteers are integral to OTF grant-making. Up to 336 local volunteers serve on Grant Review Teams representing 16 geographical catchment areas, and up to 18 volunteers on YOF’s Grant Review Committee. They assess applications and make grant recommendations for their communities, based in their 16 geographical catchment areas, to the OTF Board of Directors for approval.

Volunteers bring local knowledge to OTF’s assessment and decision-making process. Each Grant Review Team/Committee relies on volunteers to ensure strong, eligible projects are recommended that have a high likelihood of successfully delivering the expected impact in their community.

3. Alignment with Government Priorities

OTF's strategy incorporates the priorities outlined in 2025-2026 Minister's Letter of Direction. OTF acts in the best interests of the people of Ontario by being efficient, effective, and providing value for money to the province.

Innovative

- OTF has implemented fully digital granting processes from the application stage through to assessment, notification and monitoring. Customer service options are delivered digitally and virtually through phone, email, website, and virtual real-time engagement. OTF measures its multi-channel customer service delivery to help monitor and continually improve the customer experience for applicants and grantees.
- OTF aligns with government directives including for realty and procurement and shares data with SupplyOntario regarding procurement, spending and planning, contract arrangements and vendor relations.

Sustainable

- OTF's three-year budget informs how financial, and people resources are directed to granting and ensures OTF operates within its financial allocation.
- OTF meets all reporting directives and adheres to financial and accounting control practices. OTF effectively supports board processes through training, identifying relevant and appropriate skills so the board can ensure effective governance and accountability.
- OTF maintains a staff complement of 130 that enable OTF to deliver on its annual business plan.

Accountable

- OTF's KPI scorecard identifies the key performance measures linked to the annual business plan; OTF has updated its approach to tracking outcomes in line with the new grant investment framework.
- OTF's cybersecurity plan and AI guidelines and use cases, work to protect data – to ensure confidential and private information is protected as well as data collected from applicants/grantees.
- OTF has implemented an enterprise risk management framework to ensure effective governance and accountability.
- OTF has reduced its office footprint through its workspace model which has realized operational cost reductions and continues to maintain a flexible workplace with staff located in more than 50 communities across Ontario.
- OTF's Diversity, Equity and Inclusion framework drives the approach to building equitable inclusive accessible anti-racist and diverse workplace. OTF offers a relevant training and learning program and implemented operational processes and practices including hiring practices to fulfill its commitment to DEI. Additionally, surveys are delivered annually to measure staff sentiment around engagement and biennially to measure sense of inclusion.

Priorities specific to the Ontario Trillium Foundation:

- Continue to work with the ministry to ensure grant programs are aligned with key government priorities and seek opportunities to maximize the return on provincial investment so that every dollar invested supports local communities.
 - OTF reviews its grant programs annually to ensure they are aligned with the government's priorities
 - OTF reviews its grant processes to continue to deliver an effective and efficient granting model that invests every dollar directly into Ontario's communities
- Continue to work with the ministry to ensure Grant Review Teams continue to support an accountable grant review process that is aligned with government policies and priorities and supports healthy and vibrant communities and economic growth.
 - Government's priorities are reviewed by the OTF Board and management annually to ensure its grant review process continues to be aligned with government policies and priorities
 - OTF works closely with MTCG to support appointments of Grant Review Team volunteer members and Chairs who are able to support the delivery of the grant review process.
- Continue to work with the ministry to raise the profile of the Ontario Trillium Foundation's projects and increase awareness of its activities among other ministries.
 - OTF works with MTCG to identify opportunities to increase awareness and deliver relevant information about the work of OTF to Ontario's ministries.
- Continue to ensure Ontario Trillium Foundation grants reach and support equity-deserving communities, as well as Indigenous communities.
 - OTF actively undertakes activities to reach equity-deserving communities and Indigenous communities to raise awareness of OTF grant opportunities and provides customized outreach and applicant supports where needed and relevant.
 - OTF assesses each grant round to determine effectiveness of its outreach activities through data analysis to understand gaps and identify opportunities to improve outreach and the application process.
- Work with the ministry on public communications opportunities, including implementation of the Grant Communications Protocol
 - OTF's grant recognition process and requirements help to build the profile of the Ontario government and the Ontario Trillium Foundation. Grant recognition activities engage MPPs across the province.

4. Overview of Current and Future Programs and Activities

The below outlines the programs and activities that OTF will undertake in 2025-2026. These programs and activities deliver on OTF's strategic plan and align with the Grant Investment Framework and government priorities outlined in the Minister's 2025-2025 Letter of Direction. The programs are set on a one-year horizon and are assessed each year to enable OTF to be flexible, adapt to the needs of the non-profit sector and identify the operational requirements to deliver the plan each year.

Granting Programs

OTF will:

- Offer grant deadlines:
 - For the Capital, Seed and Grow grant streams.
 - For Youth Opportunities Fund: The Youth Innovations, Family Innovations and System Innovations grant streams.
- Continue to engage other investors, intermediaries and organizations from across public, private and non-profit sector in partnerships that enable a healthier and more resilient non-profit sector in Ontario.
- Monitor and support grantees to achieve grant expectations and report on the impact of their grants.

Community Investments

Capital grants: One deadline will be offered March 5, 2025.

- Grants: From a minimum of \$10,000 to \$200,000.
- Grant Term: Up to 12 months

Capital grants are to support the capital infrastructure needs of the non-profit sector. Capital grants help non-profit organizations to address community need by improving the infrastructure Ontarians need to thrive. Capital grants will fund projects that: improve access to community spaces, facilities, programs, activities and services; make programs and services better and more efficient and make better use of technology so organizations can facilitate community members' full participation in the life of the community.

OTF's capital funding has consistently been in high demand and continues to be a prevalent need in the non-profit sector.

Seed grants: One deadline will be offered: August 20, 2025.

- Grants: From a minimum of \$10,000 to \$100,000.
- Grant Term: Up to 12 months

Seed grants are an opportunity for organizations to start projects at the idea or conceptual stage, support initiatives that help to build resilient programs for today and the future and enable organizations to better serve their communities.

Grow grants: One deadline will be offered: November 5, 2025.

- Grants: From a minimum of \$50,000 to maximum of \$200,000 per year.
- Grant Term: 2 years to 3 years

Grow grants help organizations to take established programs and services and expand and improve or adapt so they can drive greater impact in their community. Grow grants are recognized for providing multi-year funding and at a higher funding ceiling.

Youth Opportunities Fund

In 2025-2026, YOF will support applications for its 13th cohort.

Youth Innovations and Family Innovations:

Expression of Interest deadline: April 9, 2025, and

Application deadline: July 9, 2025

- YI/FI Test Grants: Up to \$100,000.
- Grant Term: 1 year to 3 years

- YI/FI Scale Grants: Up to \$150,000
- Grant Term: 2 years to 3 years

System Innovation: One application deadline offered: March 12, 2025

- Grants: Up to \$250,000 per year.
- Grant Term: 2 years to 5 years

YOF, as outlined in the Transfer Payment Agreement with MCCSS, will continue to fund through its three granting streams: Youth Innovations, Family Innovations and System Innovations. OTF will offer one grant deadline for Systems Innovation; For the Youth Innovation and Family Innovation streams, an Expression of Interest (EOI) deadline will be offered followed by an application deadline for applicants selected from the pool of EOI applicants. The program will continue to put emphasis on programs led by Indigenous and Black communities across all grant streams.

For all grant streams, YOF focusses on investing in projects that positively impact youth, parents, guardians or caregivers with the following lived experiences or identities:

- being in conflict or at risk of being in conflict with the law,
- being in care or leaving care,
- being at-risk of dropping out or having dropped out,
- living with disabilities and/or special needs between the ages of 12 to 29,
- Two-spirit, lesbian, gay, bisexual, transgender, queer and/or questioning, intersex, asexual (2SLGBTQIA+) youth.

Grassroots Groups and Organizational Mentors: OTF maintains an Organizational Mentor process through which organizations who are eligible for OTF grants collaborate with Grassroots groups mentoring and overseeing delivery of funded community projects.

Capacity Building: Through dedicated capacity building supports, YOF will continue to provide capacity building supports to aid grassroots groups in the successful delivery of their grants. Capacity supports help contribute to the development of youth and family leaders engaged in Ontario's non-profit sector throughout all aspects of the program.

Partnership Investments

With partners, OTF will complement its community investments programs by leveraging resources and relationships to enable a healthier and more resilient nonprofit sector in Ontario through multilateral, co-investment partnerships. The program invests funds and in-kind resources into partnership projects, convenings and knowledge mobilization to help build capacity of organizations and the sector in the program's priority areas.

Monitoring active grants and partnerships:

OTF continues to monitor more than 1,600 active grants – OTF undertakes monitoring of open grants to ensure accountability of delivery of grants, ongoing review of risks and ensure grantees deliver on expected results.

OTF is monitoring grants across the Capital, Seed and Grow streams, the Youth Opportunities Fund and the final round of the Resilient Communities Fund. OTF will support and participate in the work of more than 20 partnerships that are helping to build the capacity of sector organizations.

Measurement and data collection:

OTF's Grant Investment Framework has been designed to enable flexibility and help simplify the process for CI and YOF grantees to measure and report on their progress in achieving expected results. The measurement strategy also enables grantees to demonstrate the outcomes that are most relevant for their organization and project and report on common metrics required by OTF of short, medium, and longer-term impact across granting streams. OTF will continue to project the scope of its impact based on applications received, investments made, and data provided in grantee final reports.

Operations

Digital optimization through user-centred design

OTF will continue to focus on digital optimization with the following activities:

- Update and upgrade the website functionality and content to continue to improve applicant resources, understanding of requirements and processes and user experience.
- Continuous digital enhancements to OTF's on-line granting platform to improve the user experience for applicants, grantees, and OTF staff, while optimizing to increase performance, efficiency, and agility.
- Provide support to grantees to collect data and report on outcomes related to their program.
- Digital optimization to support Grant Review Teams in the assessment of applications.
- Continuous improvement to OTF's business intelligence infrastructure to provide timely reporting and data to support evidence-based decisions.

Continuous improvement of customer service experience

OTF will maintain a consistent and quality standard to deliver customer service:

- Continue to offer multiple customer service channels from support centre to group coaching and information sessions to one-on-one coaching.
- Deliver outreach and coaching supports using digital and virtual platforms. These platforms enable OTF to undertake outreach in a more equitable way while continuing to reduce costs and reach more applicants seeking supports.
- Support to declined applicants to help them improve future applications, including one-on-one coaching with OTF staff.
- Support current grantees as they work to successfully deliver on the expectations of their grant projects through robust onboarding and monitoring.
- Continue to seek feedback through collection of customer satisfaction surveys to inform continuous improvement across all services.

Grantmaker of Choice

OTF will continue to be an effective administrator for relevant new granting and partnership opportunities with government ministries and agencies to support shared priorities. Incremental funding from the Ontario government into OTF's current grant streams can ensure additional funding is invested with maximum value to the sector. OTF's granting infrastructure, processes and procedures and a low operating cost ratio enables it to be an effective and high value partner for government investments.

5. Risk Management

OTF's Enterprise Risk Management (ERM) Framework identifies and assesses its key risks and supports how it will manage those risks. The program receives leadership support and commitment and is integrated into all organizational activities. By having a systematic approach to identifying, assessing, and managing risk, OTF continually improves the agency's governance, increases accountability, and enhances overall performance.

OTF's Enterprise Risk Management (ERM) is consistent with the provincial ERM Directive and based on a globally accepted framework. It consists of the following:



OTF employs sound enterprise risk management principles, including identifying, measuring, monitoring, and controlling risk; transparent decision making; effective communication; and prioritization of risk. In line with the ERM Directive, OTF Risk Register categorizes risks as Delivery/ Operational, Financial, Governance/ Accountability, Public Perception/ Stakeholder, and Policy.

OTF management reports quarterly on the status of the risks to the Board through the Finance & Audit Committee and the Board and then submits to the Ministry.

The Risk Profile for 2025-2028

OTF's Risk Profile summarizes the potential risks that could impact OTF's ability to deliver on business plan commitments, while the Risk Register (see appendix) outlines mitigation strategies in place to mitigate those risks.

Government Priority	Goal	Objectives	Metric*	2025-26 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
<p>Sustainable: Use public resources efficiently</p> <p>---</p> <p>Seek opportunities to maximize the return on provincial investment so that every dollar invested supports local communities.</p> <p>---</p> <p>Continue to ensure Ontario Trillium Foundation grants reach and support equity deserving communities, as well as Indigenous communities.</p>	<p>Goal 1: Deliver grants that improve the lives of Ontarians</p>	<p>Invest the granting budget into Ontario communities in line with the Investment Strategy</p>	<p>Invest 100% of the annual grant allocation into communities**</p>	100%	Reduced impact in Ontario communities	9	Strategy Operations Continuity
		<p>Demonstrate the impact of investments in communities</p>	<p>% of grantees meeting their anticipated grant expectations</p>	85%	Grantees fail to achieve intended impact	6	Strategy Operations Continuity
<p>Sustainable: Use public resources efficiently</p> <p>---</p> <p>Seek opportunities to maximize the return on provincial investment so that every dollar invested supports local communities.</p> <p>---</p> <p>Continue to ensure Ontario Trillium Foundation grants reach and support equity deserving communities, as well as Indigenous communities.</p>	<p>Goal 2: Support innovation in the non-profit sector to deliver greater impact</p>	<p>Collaborate with community partners to strengthen the resilience and sustainability of the nonprofit sector</p>	<p>\$ leveraged through partnership investments</p>	>\$2.5	OTF or its partners fail to achieve intended impact	2	Strategy Operations Continuity

Sustainable: Operate within the agency's financial allocations	Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets (Spending within budget) ≤ 100%	Inflation/market trends increase the cost, and ability to deliver on OTF mandate. OTF does not meet the Board approved operating budget	6	Strategy Operations Continuity
Innovative: Improve customer satisfaction		Provide high level of Customer Service	Customer satisfaction rating 8/10	High demand results in significant increase in workload making it difficult to maintain high levels of customer service	2	Operations

Opportunity

Goal	Objective	Metric / Target
Goal 3: Be a high-value partner in the delivery of public funds	To deliver on OTF's unique value, OTF is open to new granting opportunities with government partners that are aligned with OTF's mission and government priorities	NA

OTF Risk Register for 2025-2028

		LOW (1-6)	MEDIUM (7-10)	MEDIUM-HIGH (11-19)		HIGH (20+)
Likelihood	5					
	4				Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.	
	3			<p>Lower employee engagement and turnover, affecting OTF's ability to achieve business objectives.</p> <p>OTF's grantees or partners fail to achieve the expected outcomes.</p> <p>Due to grants not equitably accessible or distributed to eligible groups throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be tarnished.</p> <p>Due to the lack of viable successors for key senior positions, timely delivery on BP Commitments may be hindered.</p> <p>In the eventuality OTF volunteers and/or staff engage in partisan and/or political activity in breach of PSOA provisions, OTF reputation as an arms-length and unpartisan agency might be tarnished.</p> <p>GRT vacancies may impact operations. While steps have been taken to reduce vacancy rate, vacancy rates may mean that one or more GRTs might not be able to carry out their business, jeopardizing OTF's ability to grant in an effective and accountable manner.</p> <p>Due to the increased availability and adoption of AI-based tools, the risk of inappropriate use by internal and external stakeholders resulting in harm, reputational damage, or loss in public trust is heightened.</p>		
	2			<p>High demand results in a significant increase in workload making it difficult to maintain high levels of customer service.</p> <p>The Grant Investment Framework is not aligned to the needs of the sector resulting in poorly aligned and/or ineligible applications.</p>	<p>Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.</p> <p>In the event MCCSS changes the way it flows granting funds to OTF, the Foundation might be put in a position to commit funds not received, thereby significantly increasing OTF liability.</p>	Due to Black Swan events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.
	1					
			1	2	3	4
Impact						

OTF's complete Risk Register for 2025-2028 can be found on page 42.

6. Environmental Scan

The environmental scan assesses both external and internal factors that have the greatest impact on OTF's operations and ability to meet its mission.

External Factors

Stakeholder Assessment

OTF stakeholders include the Government of Ontario, through MTCG, MCCSS, other ministries, MPPs from all parties, applicant and grantee organizations, non-profit sector organizations, private sector partners, and beneficiaries of OTF-funded programs and services.

OTF stays abreast of key trends and challenges facing its stakeholders by:

- collecting information through grantee engagement and reporting, needs assessments and evaluations,
- consulting external sources including Ontario government data and studies, Statistics Canada, the Ontario Nonprofit Network, Imagine Canada, and other research reports, and
- supplementing OTF's knowledge, based on trends and other stakeholder input through research, consultation and convening activities.

Ontario's Non-profit Sector

Ontario's non-profit sector is the largest in the country and contributes significantly to Ontario's employment and GDP. The sector is also vital to the province's social, cultural, and recreational needs of communities.

It's estimated that Ontario's non-profit sector:

- Contributes \$50 billion to Ontario's GDP,
- Employs 600,000 full-time and 400,000 part-time employees.
- Engages 5 million volunteers contributing the equivalent of 400,000 full time jobs – 50% of all non-profits in Ontario are entirely volunteer-run.

Historically, limited accurate, timely, and comprehensive data about the non-profit sector in Ontario has been collected, creating challenges for evidence-informed strategic decision-making. Recently, more data has become available about the sector, including the Charity Insights Canada Project from Carleton University and the 2023 Canadian Business Conditions survey of non-profits by Statistics Canada. These new sources supplement existing research that OTF has relied on to understand major trends in the non-profit sector at-large to contextualize data trends generated from internal sources. Together, these sources paint a picture of the current landscape of the non-profit sector that are a critical part of our business planning.

A few persistent trends have been evident across a wide range of reports on the non-profit sector, including:

Higher demand for services delivered by non-profits to support community vitality.

- the increased demand on non-profit organizations ranging from 46% (StatsCan Canadian Survey on Business Conditions 2023) to 83% (ONN State of the Sector Survey 2024)¹

¹ Reports from Statistics Canada, the Ontario Nonprofit Sector State of the Sector 2024, Community Foundations Canada's Vital Signs report and many others have highlighted this trend

- Macroeconomic environment continues to financially strain community members, as household budgets are increasingly dominated by housing and inflationary impacts on cost of living, making meeting basic needs more uncertain for more Ontario households.²
- This is leading more and more community members to seek out the no- or low-cost services and programs provided by local non-profits and charities across sectors.
 - Social Services and Health sector – many of these organizations support the basic needs of Ontarians who are struggling to make ends meet. As a result, more people in Ontario who have never relied on services such as food banks or other basic needs are accessing them, driving up demand.
 - Arts and Culture, Sports and Recreation – much of household budgets are being allocated to non-discretionary expenses, leaving little remaining for enriching opportunities. Organizations in the Arts and Culture and Sports and Recreation sectors are seeing increased demand, as community members seek opportunities to connect with their cultures, communities, and one another.

Higher operating expenses, unchanged or lower resources

- Non-profit organizations themselves are affected by the macroeconomic environment, such that 84% of organizations report higher costs for operations (staff salaries, space/materials to deliver their programs/services).³
- Available funding remains unchanged (including from government sources), resulting in revenue generation that it is out of sync with expenditure realities for organizations. Expenditures are largely driven by staff wages and other program costs.³
- Staff burnout, recruitment and retention challenges as well as volunteer recruitment and retention challenges further impede operational sustainability for many organizations as the human capital the sector relies on becomes scarcer.³
- Altogether, this is causing many organizations to have to waitlist clients and/or scale back programming or use reserve funds to maintain operations at previous levels.

A highly competitive funding environment

- End of COVID-era funding programs and return to “business as usual” in a challenging operational environment.
- Organizations, large and small, compete for the same funds, often favouring the larger, professionalized organizations over the smaller, volunteer-run organizations.
- Funders are experiencing increased demand for support
- Donation trends are decreasing – often small volunteer-run organizations rely on this as a major source of jeopardizing the long-term outlook of smaller organizations that are so vital to communities across Ontario. Further, the cost of fundraising has increased such that more needs to be spent for every dollar raised.
- Anywhere from 10% to 50% of⁴ non-profit and charitable organizations are very concerned about their long-term viability.

² Feed Ontario, Hunger Report 2023

³ Various sources: CICP, ONN State of the Sector survey 2024, CFC Vital signs, Toronto Foundation Social Capital 2023)

⁴ Between 1 in 10 (ONN State of the Sector Survey 2024) and 1 in 5 (CICP)

A resilient sector that continues to rise to the occasion:

- Despite the challenges and uncertainty, the sector continues to find a way to support the people of Ontario to find support and enrichment.
- 2 out of 3 are feeling positive about the future of their organization.

Fiscal Environment and Economic Outlook

The non-profit sector in Ontario delivers vital services to families and helps sustain economically vibrant communities. Community programs supporting the province's health, culture, social services, housing, environmental conservation, and economic development activities are vital to building healthy and vibrant communities.

There continues to be a high percentage of Ontarians relying on community services to meet their basic needs – inflation continues to put pressure on households, impacting the cost of food and household goods, and housing. On the other side of the equation non-profits continue to face labour shortages – including volunteers. This puts strain on organizations to provide services and programs, to meet community demand. As a result, more organizations are reporting waitlisted programs or having to scale back or cancel programming, despite persistently high demand.

Revenue generation for the non-profit sector is more important than ever, particularly for the sectors supported by OTF and that contribute so much to life in Ontario from community spirit and connection to jobs and economic prosperity.

Legislative, Regulatory and Policy Environment

- As AI tools and resource offerings continue to expand, they provide opportunities for the non-profit sector to enhance operational efficiency. However, it is yet to be known how governments and their AI strategies may impact the non-profit sector.

Internal Factors

Program delivery drivers

- Demand trends:
 - OTF is experiencing similar demand trends to those across the funder landscape where foundations and other funders are experiencing high demand for funding. The average number of applications has increased from 2,187 in 2019-2020 to 5,132 in the most recent fiscal year, alongside roughly double the demand rates of ~\$5:1 in 2019-2020 to ~\$10:1 in 2024-2025. This aligns with the increase in demand for funding in the sector.
 - This has implications for staff and volunteer workload, as more applicants require support ahead of the application deadline (e.g. coaching calls, support centre responses) and more applications need to be reviewed.

7. Human Resources

Building a great workplace and retaining skilled and dedicated staff, volunteers and leadership and sustaining efficient operations is critical to delivering on OTF’s mandate. The Talent and Engagement plan encompasses best practices in learning, development, performance management and recruitment that strengthen employee performance. In 2024 OTF has been recognized by the [Canadian HR Reporter](#) as [one of Canada’s 5-Star Diversity, Equity and Inclusion Employers for 2024](#).

This national award recognizes employers throughout Canada like OTF who have the best DEI policies creating strong cultures that make employees feel safe, confident and included in their workplaces. OTF has also been certified as one of Canada’s Great Places to Work.

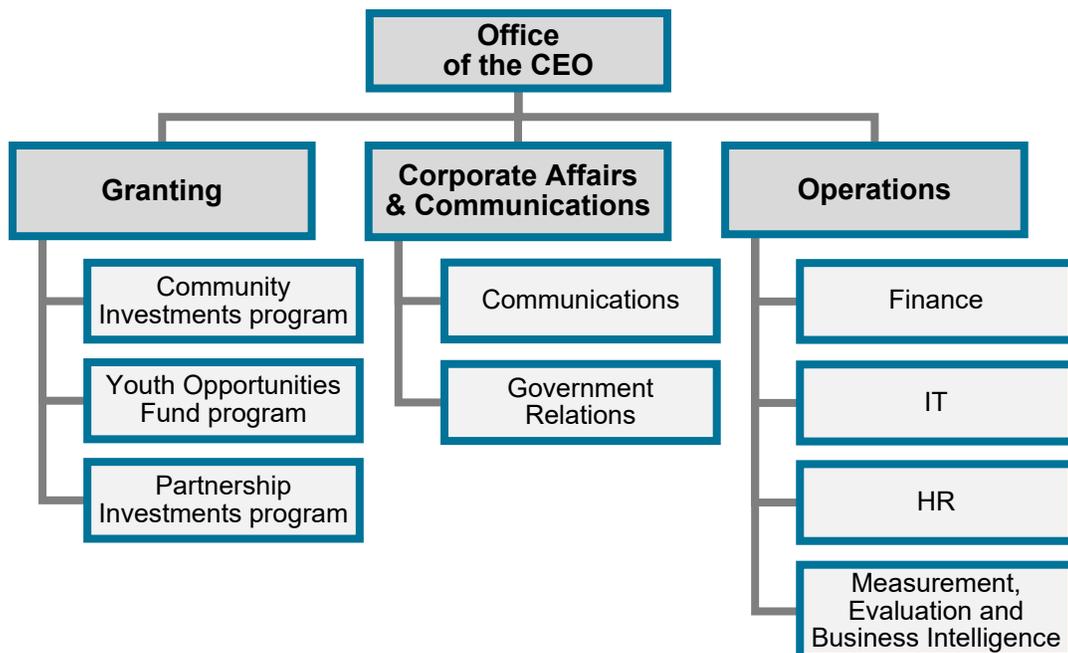
Human Resources Priorities

The following are human resources priorities over the next three years:

- Support a high-performance team and be an employer of choice.
- Continue fostering high levels of employee engagement to enable OTF to deliver effectively on its mission.
- Allocate the human resources required to meet OTF’s granting and program obligations.
- Continue to monitor the organizational structure and roles to ensure they are aligned to support OTF’s Implementation Plan and Business Plan.
- Monitor compensation trends to ensure employees are rewarded appropriately and to follow government directives.
- Continue to implement diversity, equity and inclusion practices and specifically work towards building a safe, anti-racist, inclusive workplace guided by its Framework for Diversity, Equity and Inclusion.
- Continue to provide support for employees’ mental health and wellness through EAP and a range of other OTF programs and initiatives.
- Ensure employee health and safety in the workplace following public health guidelines.

Organizational Structure and Staff Numbers

OTF’s staffing complement for 2025-2026 is at 130 full-time permanent equivalents, all non-unionized, and includes four executives (CEO and three VPs). Staffing complement and organizational structure is expected to be maintained for the 2026-2027 and 2027-2028 fiscal years, assuming no change to OTF’s budget. OTF does not use consultants to deliver on its work.



Compensation Strategy

OTF's compensation comply with Government direction on fiscal responsibility while at the same time it needs to be competitive to attract and retain talented staff. Its compensation strategy is based on three primary factors: employee performance (sustained and annual), internal equity (job evaluation), and external competitiveness (market surveys). OTF aligns its compensation and benefits to the 50th percentile of its comparator group in the Broader Public Sector in Ontario. OTF is not a unionized environment, therefore no bargaining units.

OTF's comparator group:

- Only includes Ontario broader public sector organizations
- Shares some of the attributes of Ontario Trillium Foundation such as i) job types, ii) geography, iii) industry sector, iv) size, v) complexity, and vi) ownership.

Bill 124 created compensation pressures for OTF and with the repeal of the Act, OTF brought its compensation in line with its peer group. The compensation pressure (increase in salaries) was offset by a reduction in the granting budget (fewer grants into communities).

At this time, OTF is in full compliance with the *Broader Public Sector Executive Compensation Act* (August 13, 2018), and the directive on a salary freeze for executives.

Learning and Professional Development Strategy

The objective of OTF's Learning and Professional Development Strategy is to create a culture where employees feel inspired and empowered to develop the skills and knowledge, they need to achieve high performance for growth now and into the future. Learning plans are also extended to OTF volunteers to help build relevant skills and knowledge related to their roles. This includes supporting OTF's board as they continue to ensure effective governance and accountability.

In 2025-2026, OTF will continue to allocate resources to support development in variety of digitally focused, peer-based and cost-effective learning programs that will continue to equip staff with the skills and knowledge to deliver on OTF's priorities, including:

- Ensuring all employees are well equipped for high performance in their jobs.
- Strengthening our understanding of the communities OTF serves, and their priorities.
- Understanding the when, where and why of the impact of our investments.

We will continue to leverage proven approaches to learning including:

- Providing access to LinkedIn Learning to all staff members as a cost-effective approach to online learning. This is inline with the OPS approach to using LinkedIn Learning as the online learning platform of choice. LinkedIn Learning introduced Indigenous themed content and professional certifications which bring further cost savings opportunities to OTF.
- Continuing OTF's learning journey to build inclusion as a public funder, in keeping with the priorities of the Ontario government. We will continue to engage in cost-effective, on-going learning including:
 - Focused learning that supports the Ontario government's commitments to fostering an equitable, inclusive, accessible, anti-racist and diverse workplace and builds our capacity to engage meaningfully with Ontario's diverse communities. This includes training on Indigenous Cultural Competency, Anti-Black Racism, and the Accessibility for Ontarians with Disabilities Act (AODA).
 - Developing our technical skills and aptitude for digital literacy, cyber-security and Artificial Intelligence (AI).

Volunteer Management Priorities

Supporting Recruitment

Local volunteers are a foundation to how OTF assesses and makes grant funding decisions. Grant Review Team/Committee volunteers enable OTF to employ a community-based approach to maximize the impact of provincial investments in local communities, while leveraging the expertise and knowledge of its volunteers from across the province in the grant assessment process. That the most impactful applications are funded, and recommendations are made with local knowledge and insights. A sufficient number of Grant Review Team volunteers are required in each of the 16 catchment areas across the province, in order to ensure diverse perspectives inform grant funding recommendations to OTF's board of directors.

Training an Effective and Engaged Body of Committed Volunteers - Key to Local Decision Making

OTF makes volunteer engagement a priority. The ongoing development and support of volunteers is fundamental in helping OTF achieve its mission and promotes opportunities for community members to participate in building healthy and vibrant communities across the province.

OTF will continue to implement a Learning Agenda for volunteers that strengthens their ability to perform their duties. Specific training will increase volunteers' knowledge which will in turn support effective decision-making by mitigating bias and expanding understanding of issues affecting equity-seeking groups.

In 2025-2026 and beyond, OTF will:

- Continue to enhance the leadership capacity of Grant Review Team Chairs with tailored training.
- Expand volunteers' understanding of issues affecting equity-seeking groups to ensure fair and unbiased granting.
- Continue to provide educational opportunities at Grant Review Team meetings, to support continued learning and development (e.g. grantee presentations, community reports, etc.).

8. Performance Measures and Targets

Measuring the Outcomes of Grants

OTF's Grant Investment Framework has been designed to demonstrate the outcomes of investments in the short, medium, and longer term. Currently OTF can project the scope of its impact across the Community Investment and Youth Opportunities Fund grants based on applications received and investments made.

Outcomes-based Grant Investment Framework and measurement framework:

Seed, Grow, Capital

OTF's Grant Investment Framework provides a roadmap of the desired community benefits, while leaving the grantees to determine the best way to deliver those benefits as they align themselves with one of OTF's 6 Funding Priorities. The framework allows grantees to determine what the measure of success is against the Funding Priority, and how best to measure that success. In addition, grantees track and support common metrics across granting streams to provide a comprehensive picture of the impact of OTF's investments.

Seed Grants: Grantees report on their projects, share the impact of their funding on their organizations or community, provide relevant learning and/or program outputs and accountability for project budgets and expenditures.

Grow Grants: Grantees report on their projects, share the impact of their funding on their organizations or community, provide relevant program outputs and accountability for project budgets and expenditures. As well, grantees will provide the results of the measurement plan that they determine best describes the outcomes of their project, aligned to the OTF Funding Priority that they are funded under.

Capital Grants: Grantees report on their projects, share the impact of their funding on their organizations or community, provide relevant space and/or program outputs and accountability for project budgets and expenditures.

Investment through the return of the Capital, Seed, and Grow funding streams: OTF's investments will aid in non-profit organizations' short, medium, and longer-term ability to effectively meet their communities needs. OTF will measure and report on how grant funds helped grantees to have an impact in their communities.

Capital grants provide organizations with funding to ensure access is available to high quality community spaces that meet an important need in the community to benefit community members.

Seed grants provide organizations with funding to innovate and transform organizational capacity to better meet the needs of their communities and ensure community members have access to great programs and services.

Grow grants provide organizations with funding to scale or improve established programs that are well accepted to have community impact, deepening the impact or expanding the reach of high-quality community programs and services for community members. Each stream is expected to have unique impact in communities, while working to support complimentary needs of the sector, ensuring local non-profits can deliver impact for communities.

These streams will measure a blend of common output metrics, self-reported by grantees, that are relevant to the projects funded, providing a comprehensive overview of OTF's investment impact. These include:

- Number of people impacted and % demographic breakdown,
- Number of square feet or square kilometers impacted,
- Number of programs and program hours impacted,
- Number of volunteers and volunteer hours generated,
- Number of Full Time Equivalents (FTEs) generated,
- Dollars spent in Ontario,
- Dollars leveraged through additional grants, donations, earned income, or in-kind support for the project.

Additionally, grantees will report on the impact the grant has made for their organization or community to enable OTF to share broader stories of community impact. Grow grants will also measure grantee-defined indicators of success aligned to the Funding Priority they have been funded under and use methodologies they choose that best fit their project. They will provide the results of their measurement in addition to stories of community impact. This approach is intended to be flexible and prioritize grantee interests and experience.

Youth Opportunities Fund

The YOF supports their grantees to measure the impact of their projects aligned to the YOF outcomes grantees select. Grantees and groups use a diverse range of approaches including both qualitative and quantitative options that are culturally appropriate for the communities these grassroots groups work with.

Partnership Investments

The Partnership Investments program reports on a primary performance indicator of dollars leveraged through their multilateral partnership efforts.

Measuring OTF's Performance - Key Performance Indicators (2025-2026)

OTF measures and tracks its overall performance through Key Performance Indicators and reports quarterly to the Ministry on progress against these indicators. This outlines OTF's performance targets for the next three years.

Note: Measures apply to all OTF, except where indicated.

Goal	Objectives	Metric*	2025-26 Annual Target
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant allocation into communities**	100% * \$107,536,742
	Demonstrate the impact of investments in communities	% of grantees meeting their anticipated grant expectations	85%
Goal 2: Support innovation in the non-profit sector to deliver greater impact	Collaborate with community partners to strengthen the resilience and sustainability of the nonprofit sector	\$ leveraged through partnership investments	>\$2.50 in partner contribution for each \$1 OTF invests (\$5.69M)
Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets (Spending within budget)	≤ 100% * \$19,670,713
	Provide high level of Customer Service	Customer satisfaction	8/10

Opportunity

Goal 3: Be a high-value partner in the delivery of public funds	To deliver on OTF's value proposition, OTF is open to new granting opportunities with government partners that are aligned with OTF's mission and government priorities	NA	NA
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9. Financial Budget and Staffing

- OTF continues to prudently balance its operational and granting budget over three-year life of business plan and strives towards building healthy and vibrant communities in Ontario.
- The financial information included in the Business Plan is compliant with accounting rules and practices approved by the Ministry.
- OTF has continued to obtain clean audit opinions year over year from its external financial auditors and has been fully compliant with Public Sector Accounting Standards (PSAS).
- OTF has achieved significant economies of scale while administering its core granting program by maintaining the targeted Operating Cost Ratio approved by the Board.
- No new capital projects are planned for the next three fiscal years.
- In 2022-2023, OTF reduced its real estate footprint for its head office by 97% realizing \$900,000 in savings annually that were directed to granting.

	2023-2024	2024-2025	2024-2025	2025-2026	2026-2027	2027-2028
(\$ thousands)	ACTUAL	BUDGET	PROJECTED	FORECAST	FORECAST	FORECAST
PROVINCE OF ONTARIO						
MTCG - Community Investments	103,557	103,557	103,557	103,557	103,557	103,557
MTCG - Summer Experience Program	0	8	7	8	8	8
MCCSS - Youth Opportunities Fund	16,847	16,826	16,826	16,826	16,826	16,826
1> TOTAL PROVINCIAL FUNDING	120,404	120,391	120,390	120,391	120,391	120,391
OTHER GOVERNMENT FUNDING						
Employment and Social Development Canada - Investment Readiness Program	92	0	0	0	0	0
2> TOTAL OTHER GOV'T FUNDING	92	0	0	0	0	0
SELF GENERATED REVENUES						
Investment Income	3,204	1,500	1,500	1,500	1,500	1,500
Other: Change in Deferred Contributions	1,570					
Rescinded or Recovered Grants	5,118	3,489	3,489	3,500	3,500	3,500
3> TOTAL SELF GENERATED REVENUES	9,892	4,989	4,989	5,000	5,000	5,000
4> TOTAL REVENUE: 1+2+3	130,388	125,379	125,379	125,391	125,391	125,391
EXPENDITURES						
Salaries & Benefits:						
MTCG - CI, PI and General Operations	13,164	13,851	13,851	14,243	14,374	14,520
MTCG - Community Building Fund	265	20	20	0	0	0
MCCSS - YOF	1,911	1,973	1,973	2,180	2,201	2,222
TOTAL SALARIES AND BENEFITS	15,340	15,844	15,844	16,423	16,574	16,742
Grants:						
MTCG - Community Investments	96,127	90,341	90,341	90,100	89,200	88,300
MTCG - Community Building Fund	90	0	0	0	0	0
MTCG - Partnerships Grants	1,508	2,230	2,230	2,200	3,100	4,000
MCCSS - YOF	14,173	13,113	13,113	13,113	13,113	13,113
ESDC - IRP	86	0	0	0	0	0
Program Delivery / Grantmaking expenses (CI, YOF, ESDC)	1,070	1,420	1,420	1,241	1,182	1,120
Program Delivery / Grantmaking expenses - Community Building Fund	122	0	0	0		0
Support Services	1,744	2,306	2,306	2,204	2,112	2,006

5> TOTAL EXPENDITURES	130,260	125,254	125,254	125,281	125,281	125,281
Net Income Surplus/(Deficit): 4-5	128	125	125	110	110	110
Amortization of capital assets	128	125	125	110	110	110
Net Income Surplus/(Deficit) After Amortization	0	0	0	0	0	0
Net assets (deficit), beginning of year	2,572	2,572	2,572	2,572	2,572	2,572
Net assets (deficit), end of year	2,572	2,572	2,572	2,572	2,572	2,572

** As per OTF's "Accessing OTF Reserve Policy":

The Reserves must be maintained at a minimum of six months' worth of fixed operating expenditures.

OTF reserves are made up of Unrestricted Net Assets and the portion of Deferred Contributions that is unallocated.

OTF does not maintain a capital reserve.

Note: Financial forecast is prepared in accordance with Public Sector Accounting Standards.

Realty

OTF maintains its low-cost way of working that focuses on being in local communities across Ontario. OTF's employees are located in more than 50 communities across the province (from Windsor to Cornwall, Sudbury to Dryden, Hamilton to Sault Ste. Marie). With employees living and working in many corners of Ontario, it enables OTF to deepen its understanding of the unique character of communities across the province.

By putting in place an innovative approach to the way the team works, OTF reduced its real estate footprint for the Toronto office by 97%. The annual savings of \$900,000 from real estate costs are invested into granting.

No changes in the realty space requirements are anticipated for the duration of the Business Plan.

Resources needed to meet goals and objectives

Budget: To meet the objectives in the plan, OTF assumes a total funding commitment for 2025-2026 of \$120.4 million from the Government of Ontario with \$103.5 million from MTCG (OTF Community Investment streams) and \$16.8 million from MCCSS for the Youth Opportunities Fund.

OTF maintains a low operating cost ratio that is below 15% and an effective staff complement. Historically OTF's demand for grants is on average \$4-\$6 requested for every \$1 funded, with an increase in demand for grant funds, we can expect to see the demand ratio increase.

Staffing: 130 engaged and well-trained staff (full time permanent positions) will be in place and critical for OTF to implement effective and efficient granting processes, provide a high level of support and customer service to the non-profit sector and ensuring transparency and accountability for how public funds are invested in 2025-2026.

Local Volunteers: Volunteers bring essential local knowledge to the grant assessment process and are integral to OTF's unique community-based granting process. Up to 336 dedicated individuals invest their time to make Community Investment grant recommendations and up to 18 individuals serve on the Grant Review Committee for the Youth Opportunities Fund.

Granting Operations: OTF's applicant and grant operations includes staff with specialized experience to enable the organization to manage the application and granting process effectively and efficiently, with a high level of accountability while providing a high level of customer service. The customer facing process includes: all applicant resources and supports and applicant outreach to enable any eligible organization to apply; through to applicant notification and grantee support. Internal processes are transparent, fair and accountable and enable staff and volunteers to effectively provide relevant applicant outreach, assessment, support, and monitoring. OTF investment in grant infrastructure ensures it meets evolving technical and security requirements, while continuing to improve the applicant and grantee journey.

Digital Capacity: OTF's digital capacity has grown across a number of key requirements which include digital security, customer service and applicant support and operations. OTF has been able to evolve its applicant support and outreach resources for the Community Investment and Youth Opportunities grants to a fully digital and virtual model; support staff to effectively work remotely while enhancing cybersecurity that ensures the protection of OTF's digital assets.

10. Information Technology and Electronic Service Delivery

As the digital world grows, it is increasingly important to have an Information Management and Technology strategy that supports the delivery of OTF's mandate as well as Government priorities around evidence-based decision making, digital first and customer centric, service delivery modernization, and risk management.

OTF's Information Management & Technology strategy focuses on the following priorities:

1. Ongoing review and updates to OTF's Cybersecurity Framework to improve OTF's cybersecurity posture and manage proper controls and strategies to mitigate risks, and ongoing adaptations to the online environment that includes monitoring the workforce and threat landscape.
2. Continue a cloud-first strategy that enables remote work with no loss in productivity or disruption of services and ensures critical business systems are highly available.
3. Implement continuous enhancements to various internal and external-facing business systems to provide modern service delivery.
4. Continue to provide technology and digital transformation expertise to OTF to help support government priorities and business plans.
5. Explore new online service delivery models to meet or exceed customer service standards.
6. Explore the use of Artificial Intelligence, Machine Learning and Robotic Process Automation that can complement or streamline existing business processes.
7. Increase technical literacy for staff and volunteers to use the digital systems that are in place by deploying self-help tools and learning aids.
8. Implement strategies to enhance data governance and information protection.
9. Continue to strengthen OTF's ability to make evidence-based decisions.
10. Collect and learn from race-based data to ensure equitable access to OTF funding for the most under-served communities.
11. Support the Business Intelligence strategy to enable integrated reporting of operational and investment results, and advanced data analytics.
12. Continue to be a sector lead on the Open Data/Open Government Initiatives.

Cybersecurity: OTF will review and update OTF's Cybersecurity Framework and implement new controls and mitigation strategies as needed to adapt to the evolving threat landscape. The cybersecurity plan will include information about an organization's security policies, procedures, and remediation plan concerning countermeasures. The purpose of the plan is to maintain the integrity of operations and the security of the organization. In addition to this work, the Incident Response Plan and Playbooks along with annual tabletop exercises will help reduce the likelihood and impact of a cybersecurity incident and provide assurances to the confidentiality, availability and integrity of OTF data and systems.

Cloud-based solutions: Risks have been minimized on the infrastructure side, due to the migration of the granting system and other business systems to the cloud. Whenever possible and where it makes good business sense, cloud solutions have been selected for new systems. All of OTF's IT systems have been migrated to the cloud or host providers.⁵

Granting System: OTF's online application and grants management system provides a 100% digital experience for applicants and grantees. Continuous Quality Improvement updates are implemented with end user focus in mind and upholds OTF's digital first strategy. The online application portal also increases efficiency for OTF staff as it supports the entire lifecycle of the user experience from

⁵ OTF decommissioned its on-premises datacenter in July 2022

application, assessment to application results and feedback through to monitoring. Work will be completed so that best practices are employed, and new platform features are leveraged to provide an enhanced user experience and maintain system reliability and data integrity.

Business Intelligence Framework: With a solid Measurement, Evaluation and Business Intelligence (BI) plan now in place and under way, OTF will focus on continuing to implement OTF's Business Intelligence Framework. OTF's BI framework provides assurances that quality data is accessible and timely and supports the continued use of BI in OTF's work – from applications, to grant reporting and evaluation – and uses the data to better understand granting processes, effectiveness and impact of community grants and improve OTF's decision making. The backend BI infrastructure has been enhanced to build on this framework and to support the continued use of Business Intelligence in OTF's work.

Technical Literacy: Technical literacy training is undertaken with both staff and volunteers to foster a digital first mindset. OTF will enhance technical training to enable staff and volunteers to function effectively in a paperless OTF environment. Implementation of a Digital Adoption Platform (DAP) will offer staff and volunteers in-system training and support when they need it. Response to the launch of the DAP to staff and volunteers have been overwhelmingly positive.

Open Data: OTF will continue to support more open and shared data in the non-profit sector and will continue to work with the Open Government office. OTF remains committed to be a leader in making its data open for access by community stakeholders, researchers and others who might benefit from it.

Inventory of Artificial Intelligence (AI) Use Cases

OTF's approach to AI aligns with the *Responsible Use of AI Directive*. OTF has one use case that has been approved.

Tool	Use Case
Microsoft Copilot	Internal usage only and excludes usage for any granting processes

11. Initiatives Involving Third-Party Partnerships

Community Investment and Youth Opportunities Fund Grantees

OTF complies with the government's Transfer Payment Accountability Directive (TPAD). TPAD considerations are built into our granting processes:

- Accountability for funded activities: Grants have specific end dates, terms & expectations, deliverables and measures that are signed off on in their Grant Contracts. Signed contracts are in place and projects ready to start before funds are provided.
- Efficient: digital delivery from info sharing opportunities to application submission to application assessments, to contracts and payments and reporting
- Proportional oversight: length and size of lower risk grants (up to one year, up to \$100K or \$200K) are less than higher risk grants (2 or 3 year, up to \$600K), as are reporting requirements. All applicants are assessed on their capacity (financial, governance), history, and eligibility.

The Integrity Commissioner reviewed OTF's granting processes, which are based in fairness, impartiality, transparency and accountability.

Activities undertaken during the lifecycle of the grant in Community Investments and Youth Opportunities Fund grant programs include:

- Grantee onboarding
- Engagement with grantees mid-way through each year of the grant and review of annual and final reports.
- Final payments are only made upon satisfaction of the final report.
- Risk mitigation actions may be put in place if required during the active stage of a grant such as delaying payments or putting grants on hold.
- Grant audits are undertaken with 10% of grants randomly audited on an annual basis. Special audits where appropriate/significant concerns are raised may be initiated.

Partnership Investments

OTF partners with Funders and other stakeholders in the public, private and philanthropic sectors to support, strengthen and build the capacity of Ontario's non-profit sector across OTF's four partnership investment priorities and expects to work with more than 100 organizations across 20+ partnerships in 2025-2026.

The activities undertaken within these partnerships include research, convening, information sharing and technical assistance that complement other granting investments and support the development of new approaches, tools and mechanisms Ontario non-profit organizations need to succeed.

In compliance with TPAD, OTF's partnership agreements provide detailed roles and obligations for all partners, including project deliverables that are monitored throughout the life of the agreement. Each partnership includes a lead fiduciary partner who is the primary point of accountability with OTF for the progress of the partnership and the flow of funds based on achieving planned deliverables. OTF monitors activities and payments for deliverables for the duration of each partnership.

Other Third Parties

All contracts with grantees, partnership agreements (in the case of Partnership Investments) and third-party vendor contracts comply with the government's Transfer Payment Accountability Directive.

OTF also procures key services from third-party vendors to advance its strategic goals. OTF follows the Ontario government's procurement directive in identifying relevant vendors. Currently these include

services to support granting, evaluation capacity building and measurement, evaluation and reporting, communications, IT, and HR.

As part of OTF's Business Continuity Planning (BCP), OTF asks critical third-party service providers to provide compliance reports for SOC 2 Type II or ISO 27001 certification. This process helps verify that vendors adhere to high standards of security and data protection. Additionally, third-party agreements are being updated to clearly define specific requirements, responsibilities, and timelines for breach notifications involving OTF's data. These updates aim to enhance accountability and ensure timely communication in the event of a data breach.

Appendices

Appendix A: Implementation Plan

Appendix B: Communications Plan

Appendix C: Risk Register

Appendix A: Implementation Plan

OBJECTIVE			2024	2025									2026					
			Q4	Q1			Q2			Q3			Q4					
			Jan - Mar	Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma			
Invest granting budget into Ontario communities in line with Grant Investment Framework: <ul style="list-style-type: none"> Deliver a portfolio of grants that align with the refreshed grant investment framework. Deliver granting timeframes for 2025-2026 fiscal year for Capital, Seed and Grow grants. Provide excellent customer service and support to applying organizations to develop strong applications. Deliver outreach and service delivery to communities across Ontario including underserved communities such as Franco-Ontarian, Indigenous, Black, and 2SLGBTQIA+. Continue to ensure equitable access and consistent implementation of granting programs including geographically and with under-represented groups. 	Capital Grant	Outreach / Application Period																
		Application Deadline	Mar 5															
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings																
		Board meeting - Approve Capital grants				Jun 19												
	Seed grant	Outreach / Application Period																
		Application Deadline						Aug 20										
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings																
		Board meeting - Approve Seed grants									Nov 13							
	Grow Grant	Outreach / Application Period																
		Application Deadline										Nov 5						
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings																
		Board meeting - Approve Grow grants														Feb 19		
Demonstrate impact of our investments: <ul style="list-style-type: none"> Refreshed measurement approach based on best practices as well as feedback from grantees and community members that supports grantees to measure the outcomes of grant investments. Continue outcome analysis research and aggregation of findings with data available. 	Youth Opportunities Fund	Application period / Application Deadline - SI																
		Board Meeting - Approve SI grants				Jun 20												
		Application period / EOI Deadline - YI and FI Expression of Interest																
	Grant Monitoring	Application Deadline - YI/FI																
		Application Assessment (OTF staff and Grant Review Committee) and GRC meetings (YI and FI applications)																
		Board meeting - Approve YI/FI grants								Sep 19								
	Ongoing monitoring of active grants to ensure accountability, manage risk and effective outcomes of grants. Grant streams monitored: Resilient Communities Fund; Capital, YOF, Grow and Community Building Fund.																	

OBJECTIVE			2025									2026		
			Q1			Q2			Q3			Q4		
			Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
<p>With community partners, advance the sector's capacity in research and development, accessing social finance and making better use of data and evidence:</p> <ul style="list-style-type: none"> Leverage partnerships that enable collaboration and innovation among organizations to build a stronger non-profit sector. Build the capacity of the sector across four priority areas. 														
	Partnership Investments													

<p>Demonstrate effective and accountable stewardship of public funds.</p> <ul style="list-style-type: none"> Maintain transparent and effective investment in local communities. Ensure modest administrative expenditures by way of comparison with other direct government investment models. Manage risk and ensure accountability in our granting processes. Strong Enterprise Risk Management processes aligns with OTF Strategy, industry standards and Government of Ontario priorities and requirements. <p>Explore new granting opportunities with government partners to deliver on shared priorities:</p> <ul style="list-style-type: none"> Leverage effective governance and granting practices to take on additional granting opportunities. 													
	Reporting to MTCG / MCCSS	Q1			AR*	Q2			Q3	BP*			Q4
	OTF AGM												
	Board meetings												

*Annual Report

*Business Plan

Appendix B: Communication Plan

Priorities

- Clearly communicate grant opportunities to the non-profit sector
- Stakeholder engagement
- Communications excellence through effective and efficient practices

Audience	Objectives
Applicants and Grantees	Accessible information and resources to support applicant access to OTF grants
Ontario Government	Provide relevant communication opportunities
Private, Public and Non-profit Sectors	Thought leadership and knowledge mobilization to strengthen the non-profit sector
Staff and Volunteers	Effective internal communications and information sharing

OTF Strategic Goal: Deliver Grants that Improve the Lives of Ontarians		
Strategy	Actions	Timing
Grant Communications	<ul style="list-style-type: none"> • Ensure accurate, timely and clear communications and promotions of OTF grant opportunities. • Improve customer experience online by a) increasing access to resources and support b) simplifying relevant content for applicants. • Leverage owned assets and enhance content strategy to: <ul style="list-style-type: none"> ○ Bring visibility and raise awareness of the government’s investments in communities. ○ Enhance visibility of grantees, to reflect impact of investing in programs in local communities across Ontario. • Continuously improve communications through increased use of data and analytics. 	2025–2028
Outreach and engagement with underserved communities	<ul style="list-style-type: none"> • Support targeted outreach to underserved communities • Efficient use of digital channels to communicate relevant information. 	2025–2028

OTF Strategic Goal: Support Ontario's Non-Profit Sector to Innovate and Deliver Greater Impact

Strategy	Actions	Timing
Inform and Engage Funders and Intermediaries	<ul style="list-style-type: none"> Develop relevant resources and tools that help to amplify the work of OTF's partnerships with the public, private and non-profit sectors. 	2025-2028

OTF Strategic Goal: Be a high-value partner in the delivery of public funds

Strategy	Actions	Timing
Government Engagement	<p>Ensure MPPs and government have relevant information about OTF grants/deadlines to share with their communities / constituents.</p> <p>Leverage opportunities across government Ministries:</p> <ul style="list-style-type: none"> Outreach and opportunities to engage key government contacts and MPPs to keep them informed and updated on OTF activities. 	2025–2028
Support grantee's recognition requirements	<ul style="list-style-type: none"> Ensure grantees undertake recognition activities to acknowledge Government funding. Engage MPPs in grant recognition events in their local communities. 	2025–2028
Communication Protocols	Ensure fulfillment of communication protocols as outlined in OTF's Memorandum of Understanding with MTCG.	2025-2028
Ensure consistent communications across all channels	<ul style="list-style-type: none"> Develop and share key resources to ensure consistent and accurate messaging about OTF. 	2025–2028
Apply a strategic approach to supporting internal communication needs	<p>Maintain high level of customer service for internal audiences by providing strategic and tactical communication support:</p> <ul style="list-style-type: none"> Ensure consistent communications across all channels and assets. Provide strategic communication council. Establish issues management protocols to monitor, identify and respond to issues. 	2025–2028
Leverage data and metrics collection	Ongoing collection and analysis of communications metrics and data (media stories, web, social media etc.) to inform communication planning.	2025–2028

Appendix C: OTF Risk Register

OTF has an Enterprise Risk Management (ERM) plan that is consistent with the provincial ERM Directive. The Risk Register indicates, and documents risks and mitigation strategies to manage each risk. OTF management reports quarterly on the status of the risks to the Board through Finance & Audit Committee and then submits to the Ministry.

OTF Risk Register 2025-2026

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
#	State the objective that your risk analysis is intending to support.	<i>Clearly outline the root cause, risk, and potential impact.</i>	<i>Select the appropriate risk category.</i>	<i>What controls currently exist to minimize or reduce the risk?</i>	<i>Risk Likelihood (1-5): Considering existing controls, what is the estimated likelihood of the risk occurring?</i>	<i>Risk Impact (1-5): What is the estimated impact that an occurrence of the risk will have towards the objective given the control activities currently in place?</i>	<i>Use risk rating formula (likelihood x impact) and/or your best judgment based on the information available. Consider: Are there other factors that could affect the assessment? (i.e. timing)</i>	<i>What mitigation plans are you going to implement to minimize or reduce the risk?</i>
1	Invest the granting budget into Ontario communities in line with the Grant Investment Framework	Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.	Governance/ Accountability- Controllershship/ Compliance. Perception/ Stakeholder - Reputation Delivery/ Operational - Business Continuity Work life balance and staff wellbeing	<ul style="list-style-type: none"> Staff monitor progress to timeframes and re-calibrate operations plan, shift work, manage risks associated with applicants etc. to be able to deliver granting as smoothly as possible. Senior Leadership Team reviews quarterly status updates on the implementation of the operational plan. For granting programs administered for other Ministries, staff monitor progress to timeframes set in TPAs and report quarterly to the funder. 	L: Unlikely (2)	I: High (4)	Medium (8)	Continue to review and assess effectiveness of the existing controls and mitigation strategies. Risk discussed regularly at F&A Committee and Board meetings here.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
2	Demonstrate the impact of investments in communities	OTF's grantees or partners fail to achieve expected outcomes	Governance/ Accountability- Controllership/ Compliance. Policy - Outcomes Public Perceptions/ Stakeholder - Reputation	<ul style="list-style-type: none"> • OTF follows an outcomes-based grant and partnership model, in which applicants are required to align their initiatives with clear outcomes they aim to achieve. • The following controls are in place: <ul style="list-style-type: none"> ○ Organization status, eligibility and financial health assessed for each application ○ Grant or Partnership contract or MOU always executed ○ Grantee onboarding tools ○ Mandatory orientation webinar for new grantees ○ OTF's Monitoring Standards and Guidelines for staff & ongoing training ○ Grantee and partner reporting requirements ○ OTF's Rescind and Recovery Policy ○ OTF's quality assurance processes ○ Policy of continuous quality improvements • Early identification of potential issues through daily media monitoring. • OTF is an engaged partner from initiation to completion <ul style="list-style-type: none"> ○ For projects that need to adapt their approach, a plan is required before changes are approved to ensure scope and impact remain consistent with terms and conditions of the grant. Grants that are unable to proceed at this time have been placed on hold and no payments will be released until staff have confirmed that the project is ready to resume. 	L: Possibly (3)	I: Moderate (3)	Medium (9)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
3	Invest the granting budget into Ontario communities in line with the Grant Investment Framework. Demonstrate the impact of investments in communities	Due to grants not equitably accessible or distributed to eligible groups throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be tarnished	Public Perceptions/ Stakeholder - Reputation. Governance/ Accountability- Controllership/ Compliance.	<ul style="list-style-type: none"> Updated Investment Framework that is clear/simple that enables applicants to identify projects that align OTF's comprehensive website ensures knowledge of its granting programs is widespread, in both official languages. OTF leverages use of social media channels to raise awareness of and promote grant opportunities. New website is AODA compliant, ensuring accessibility to people with disabilities. Staff track grants made to population groups and types of organizations and carry out targeted outreach using a menu of tools that includes in-person meetings, phone coaching, and digital tools. Board approved OTF's Diversity, Equity and Inclusion Framework for staff, volunteers and communities. OTF set up an Anti-Black Racism Task Group to provide recommendations on how the Foundation can continue to listen, learn and act in ways that address racism internally and ways to increase granting to black communities. These recommendations served as a basis for OTF's Anti-Black Racism Action Plan which is aligned with OPS Anti-Racism Directorate action plan and is rooted in the best practices in the philanthropic sector and continue to integrate into OTF's business plan. 	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	This risk is generally well mitigated; OTF places a high priority on equitable access to its funding and monitors this area and adjusts its activities and strategies on an ongoing basis as required.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
4	Invest the granting budget into Ontario communities in line with the Grant Investment Framework	GRT vacancies may impact operations. While steps have been taken to reduce vacancy rate, vacancy rates may mean that one or more GRTs might not be able to carry out their business, jeopardizing OTF's ability to grant in an effective and accountable manner.	Delivery/ Operational - Human Resources, Business Continuity	<ul style="list-style-type: none"> • Monthly calls with MO Appointments Team to review and support GRT appointments. • OTF Corporate Governance & Policy Committee and Board reviews quarterly the status of appointments. • Business continuity processes are in place should volunteer numbers drop below requirements. • OTF is working with MO/MTCG to identify a sustainable long-term solution to address the GRT vacancy challenges. 	I: Likely (3)	I: Moderate (3)	Medium (9)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
5	Invest the granting budget into Ontario communities in line with the Grant Investment Framework. Demonstrate effective and accountable stewardship of public funds	In the event MCCSS changes the way it flows granting funds to OTF, the Foundation might be put in a position to commit funds not received, thereby significantly increasing OTF liability.	Governance/ Accountability - Controllership/ Compliance. Delivery/ Operational - Human Resources, Business Continuity	<ul style="list-style-type: none"> • MCCSS is reviewing its flow of funds to OTF which may have implications on how the Cash Management Directive may be applied. • Both OTF and MTCG are working on explaining that OTF complies with all government directives and Public Sector Accounting Standards in disbursement of granting funds. • To enforce a new process, MCCSS will have to initiate amendments to SLA that the Board would need to endorse. The current SLA will say in force until both parties agree. 	L: Unlikely (2)	I: High (4)	Medium (8)	Continue to monitor and work with MCCSS to minimize the financial risk to the Foundation

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
6	Invest the granting budget into Ontario communities in line with the Grant Investment Framework. Demonstrate effective and accountable stewardship of public funds	Low employee engagement and turnover may affect OTF's ability to achieve business objectives.	Delivery/ Operational - Human Resources, Business Continuity Public Perception/ Stakeholder - Performance	<ul style="list-style-type: none"> Ongoing efforts to build a positive culture, continued effort on employee engagement, continued 'eye' on compensation and benefits package to ensure it is in line with Broader Public Sector. 	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
7	Demonstrate effective and accountable stewardship of public funds.	Due to lack of viable successors for key senior positions, timely delivery on Business Plan Commitments may be hindered.	Delivery/ Operational - Human Resources, Business Continuity; Public Perception/ Stakeholder Performance.	<ul style="list-style-type: none"> SLT approved a Succession Plan in 2021. As part of the strategy OTF continually assesses the flight risk for all critical roles and high performers. A succession plan is in place for all the senior roles. 	L: Possibly (3)	Moderate (3)	Medium Risk (9)	Continue to review and assess effectiveness of mitigation strategies.

8	Demonstrate effective and accountable stewardship of public funds	In the event OTF volunteers and/or staff engage in partisan and/or political activity in breach of PSOA provisions, OTF reputation as an unpartisan agency might be tarnished.	Delivery/ Operational - Human Resources, Business Continuity; Public Perception/ Stakeholder Performance.	<ul style="list-style-type: none"> • The following strategies are in place to mitigate risks: <ul style="list-style-type: none"> ○ Annual sign-off on Code of Conduct and Conflict of Interest ○ A set process in place that requires staff and volunteers to identify real and perceived conflicts of interest each round ○ Removal of staff or volunteers from any file for which they have a real or perceived conflict of interest ○ Training opportunities each funding round that refresh staff and volunteer understanding of the set application assessment criteria ○ Annual reminders on the Social Media guidelines ○ Prior to election, reminders on PSOA rules for political activity for public servants 	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	Continue social media monitoring and continue to educate volunteers and staff.
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9	Demonstrate effective and accountable stewardship of public funds	Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.	Delivery/ Operational - Business Continuity, Information/ Privacy, Information and Information Technology Public Perception/ Stakeholder - Performance, Reputation	<p>The following strategies are in place to mitigate risks related to data governance, data integrity and data security:</p> <p>People</p> <ul style="list-style-type: none"> Annual security awareness program for all staff and monthly simulated phishing campaigns. <p>Process</p> <ul style="list-style-type: none"> OTF Business Continuity Plan and IT Disaster Recovery Plan Physical backup on- and off- site (cloud) of OTF data and systems. 24/7 infrastructure monitoring to allow for notice of potential issues. IT service desk and infrastructure monitoring and management outsourced to a best-in-class IT vendor. Biennial security assessments completed by security vendor. Creation of the Cybersecurity Framework. Policies, processes, and procedures in place to minimize exposure to potential risks associated with the government's Open Data initiative. Vendor management and communications protocols in place to effectively manage any potential misuse of information. <p>Technology</p> <ul style="list-style-type: none"> Next generation firewall and intrusion prevention system Data encryption on OTF laptops. Use of best-in-class antivirus and anti-malware endpoint protection. 	L: Likely (4)	I: High (4)	Medium-High Risk (16)	Continue with the implementation of OTF's Cybersecurity Strategy and assess for effectiveness. Continue to review and assess effectiveness of existing controls and mitigation strategies.
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10	Demonstrate effective and accountable stewardship of public funds	Due to the increased availability and adoption of AI-based tools, the risk of inappropriate use by internal and external stakeholders resulting in harm, reputational damage, or loss in public trust is heightened.	<p>Delivery/ Operational - Business Continuity</p> <p>Public Perception/ Stakeholder - Performance, Reputation</p> <p>Policy - Outcomes</p> <p>Governance/ Accountability - Controllership/ Compliance</p>	<p>The controls from risk #2 are also used to minimize the AI risks to OTF's granting processes by external stakeholders.</p> <ul style="list-style-type: none"> An AI Committee has been established to identify and monitor risks and opportunities that AI tools can present Guidelines for responsible and appropriate use of AI tools inform staff and volunteer actions Staff are trained on appropriate and responsible use of AI Staff are only permitted to use approved AI tools New AI use case requests undergo privacy, security, and risk assessments before approval for use AI tools and use cases are catalogued and tracked The AI Committee will closely follow the latest developments in legislation, policies, and directives around AI from the Ontario Government and provide recommendations to SLT 	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	<p>Continue to monitor the effectiveness of existing controls.</p> <p>Implement a governance structure to monitor AI usage and ensure compliance with ethical, privacy, confidentiality, security standards, legislation, and directives.</p> <p>Regular audits and monitoring of AI use cases.</p> <p>Stay current on the AI landscape and best practices, and align with the Government of Ontario's AI policies, directives, and frameworks.</p>
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11	Provide high level of Customer Service	High demand results in significant increase in workload making it difficult to maintain high levels of customer service.	Public Perceptions/ Stakeholder - Reputation.	<ul style="list-style-type: none"> Regular staff training to ensure we are equipped to deliver good customer service Commitment to customer service remains a regular part of employee code of conduct/performance management and our commitment to our stakeholders is clear via our Customer Service policy 	L: Unlikely (2)	I: Moderate (3)	Low Risk (6)	<p>Quarterly monitoring of customer support (demand and customer experience feedback)</p> <p>Regular review of customer support mechanisms to identify potential improvements for achieving optimum effectiveness and efficiency.</p>
12		Due to Black Swan events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.	<p>Delivery/ Operational - Business Continuity</p> <p>Public Perception/ Stakeholder - Performance, Reputation</p> <p>Policy - Outcomes</p> <p>Governance/ Accountability - Controllership/ Compliance</p>	<ul style="list-style-type: none"> OTF Business Continuity Plan reviewed annually. To build a risk-intelligent culture, OTF is systemically learning from past. 	L: Unlikely (2)	I: High (4)	Medium Risk (8)	To strengthen response and mitigation plans, OTF will continue to monitor even unlikely trends and test improbable scenarios.