

Healthy Vibrant Ontario

Ontario Trillium Foundation 2026 – 2029 Business Plan

2026–2027 to 2028–2029

Board approved: February 12, 2026

Table of Contents

Executive Summary	1
1. Mandate	3
2. Strategic Direction.....	7
3. Alignment with Government Priorities	12
4. Overview of Current and Future Programs and Activities	14
5. Risk Management	17
6. Environmental Scan	19
7. Human Resources	23
8. Performance Measures and Targets.....	26
9. Financial Budget and Staffing	30
10. Information Technology and Electronic Service Delivery	32
11. Initiatives Involving Third-Party Partnerships	34

Appendices

Appendix A: Implementation Plan	36
Appendix B: Communication Plan	38
Appendix C: OTF Risk Register	40

Executive Summary

The Ontario Trillium Foundation (OTF) is committed to building healthy and vibrant communities through the support provided to the non-profit sector across the province. This year's plan, informed by the Minister's Letter of Direction, reflects our continued focus on essential grantmaking, addressing both community-based and sector-wide programs and initiatives, and operational excellence.

OTF will continue to deliver grants through Seed, Grow, and Capital streams, each designed to meet organizations where they are in their programming. Seed grants will support innovative ideas and pilot projects that address emerging community needs. Grow grants will enable organizations to expand and enhance proven programs for greater impact. Capital grants invest in community infrastructure, ensuring organizations have the tools and spaces they need to serve communities effectively. To continue meeting the evolving needs of Ontario's non-profit sector, OTF is refreshing its Partnership Investments grant program and transitioning it into Sector grants. This evolution builds on the program's strong foundation by deepening its commitment to supporting the capacity and resilience of non-profit organizations. Sector grants will focus on funding initiatives that strengthen the resilience of the sector to deliver programs and services in Ontario communities.

OTF will continue to deliver the Youth Opportunities Fund (YOF), which provides grants and capacity-building supports to grassroots groups and collaboratives led by and serving youth and their families, parents and caregivers.

Together, these streams provide a comprehensive approach to supporting organizations at stages meeting their needs best.

OTF's work is guided by a strong commitment to transparency, accountability, and continuous improvement, and is aligned with the Government of Ontario's priorities and directives. These efforts strengthen effectiveness and efficiency while ensuring full compliance with financial, reporting, and workplace standards.

Protect Ontario

Protect Ontario's economy by supporting Ontario and Canadian procurement, economic stability, and affordability for Ontarians and businesses.

OTF supports Ontario's economic interests by aligning its procurement and vendor practices with government priorities.

Deliver Better Services

Simplify and enhance the client experience through easy interactions and optimized digital services. Use AI and advanced technologies to improve efficiency, drive innovation, and reduce costs. Apply lean practices to cut bureaucracy and streamline operations

OTF leverages digital tools and ongoing process improvement to enhance service delivery, improve the applicant and grantee experience, through efficient, accessible granting processes. OTF pursues innovative approaches, including the responsible use of digital technology and artificial intelligence, to enhance efficiency across customer service channels, granting workflows, and internal operations.

Drive Innovation & Value for Money

Advance innovation and value for money through prudent financial stewardship, responsible workforce management, and continuous efforts to improve efficiency and productivity.

OTF continues to strengthen value for money through sound financial management, strong governance, and responsible resource allocation aligned with its three-year budget. OTF is adapting to

government direction by managing workforce size while maintaining program delivery through enhanced operational efficiency.

The non-profit sector plays a critical role in addressing complex social challenges and creating opportunities for Ontarians to thrive. OTF recognizes the invaluable contributions of our grantees and stakeholders, whose work strengthens communities and improves lives every day. Through the support of the Government of Ontario, OTF invests in communities that make Ontario a great place to live, work, and play.

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.*

As an agency of the Ontario government, and a leading granting organization, OTF invests public funds to create positive impact to improve the wellbeing of Ontarians. OTF's governance documents guide its key funding principles which include:

- Providing time-limited, results-driven grants to support organizations in achieving measurable impact.
- Investing across four mandated sectors: human and social services, arts and culture, sport and recreation, and the environment.
- Directing funding to local community organizations that deliver programs and services directly to individuals.
- Strengthening the non-profit sector by investing in initiatives that build resilience and capacity.

OTF's work reflects the government's priorities - to protect Ontario, Deliver Better Services and Drive Innovation and Value for Money, as outlined in the Minister of Tourism, Culture and Gaming's Letter of Direction. These priorities guide OTF's approach to delivering programs that strengthen communities and ensure long-term impact. Through its funding programs, OTF provides strong value for money, with investments benefiting Ontarians in every corner of the province.

Values and Operating Principles

OTF's values and operating principles guide and help shape its culture. Staff, Grant Review Team/Committee members and the Board of Directors reflect these values and principles in the activities and relationships that further the organization's 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 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 and sector initiatives 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 through funding from MTCG.

- OTF strengthens local organizations' capacity and resilience through grants that support Ontario's non-profit sector to deliver greater impact.
- 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 monitors a 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 in non-profit organizations to support program delivery and in initiatives that strengthen sector capacity and resilience, enabling organizations to serve communities effectively. OTF remains committed to delivering grants that reach all communities across Ontario, including equity-deserving and Indigenous communities. OTF's Board Directors, grant review teams/committee, and dedicated staff are based in more than 40 communities across the province.
- **Local input:** More than 250 provincially appointed Grant Review Team members, representing 16 geographic catchment areas, provide local knowledge and community perspective by assessing grant applications and making funding recommendations. In addition, up to 18 members of the Youth Opportunities Fund (YOF) Grant Review Committee support the assessment of YOF applications. Together, the Grant Review Teams and Committee rely on community insight to identify strong, eligible projects with a high likelihood of achieving their intended impact and submit their recommendations to the OTF Board of Directors for review and approval.
- **Strong governance, oversight and accountability framework:** The Board of Directors, appointed via Orders in Council, governs OTF's affairs and provides strategic direction. OTF's governance framework ensures financial oversight and systems designed to maximize accountability. Robust granting infrastructure—policies, processes, technology, and expertise—supports an efficient, transparent, and accountable process.
- **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:

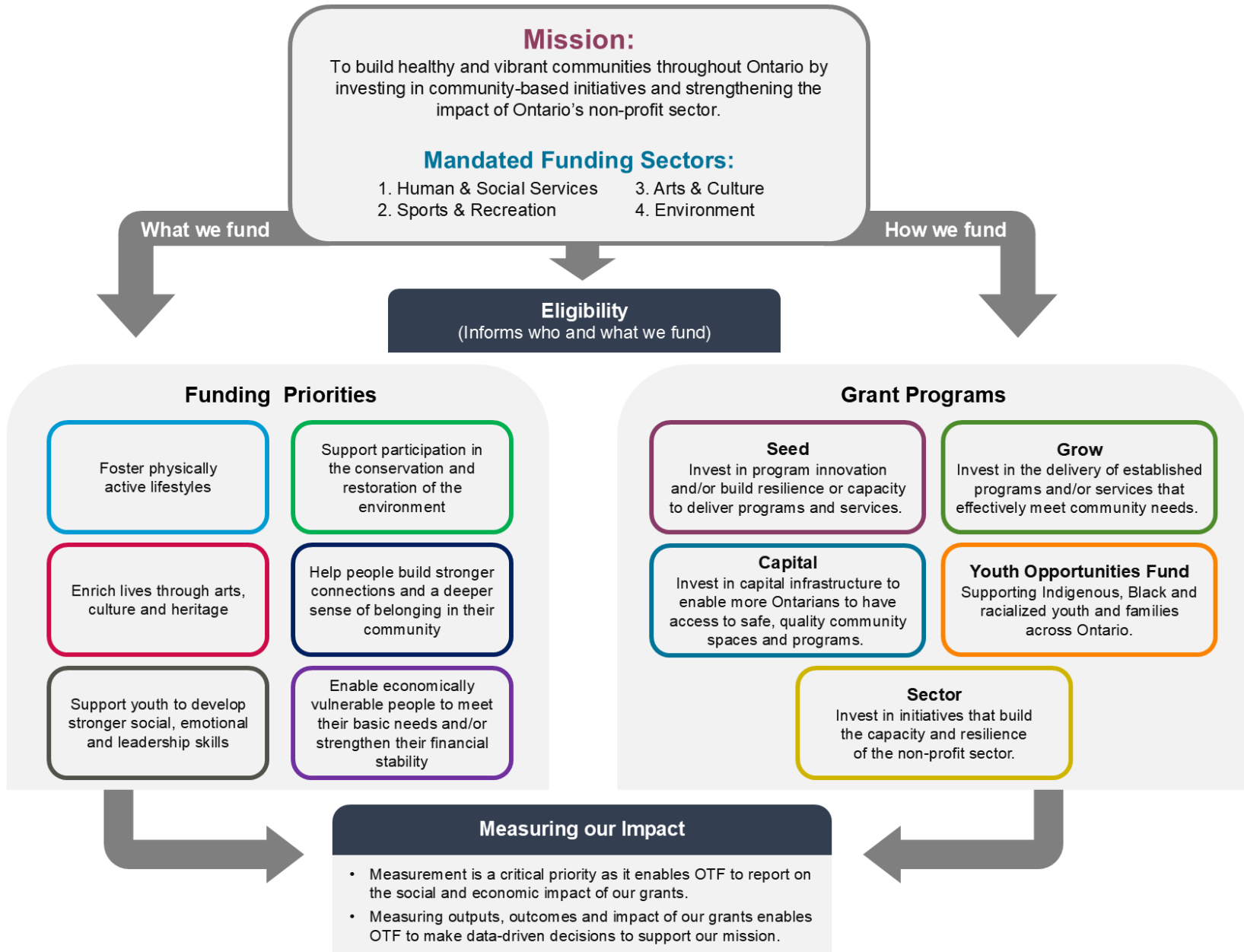
Delivering grants
that improve the
lives of Ontarians

Building the capacity
and resilience
of Ontario's
non-profit sector

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 2026-2027 Letter of Direction.

OTF's 2024–2029 Strategic Plan is designed to enhance the agency's ability to respond to the evolving needs of the non-profit sector and ensure it remains an effective funder while continuing to fulfill 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.

Goal 1:

Deliver grants that improve the lives of Ontarians.

Objectives:

- a) Invest granting budget for Seed, Grow, Capital and YOF into Ontario communities in line with the Grant Investment Framework.
- b) Demonstrate the impact of investments in communities.

Goal 2:

Build the capacity and resilience of Ontario's non-profit sector.

Objective:

- a) Invest the granting budget for the Sector grant stream into Ontario's non-profit sector.

Goal 3:

Be a high-value partner in the delivery of public funds.

Objectives:

- a) Demonstrate effective and accountable stewardship of public funds.
- b) Provide a high level of customer service.

Grant Investment Framework: How We Invest in Communities

The Grant Investment Framework outlines how OTF invests in Ontario's communities and supports the evolving needs of the non-profit sector.

It helps applicants understand the types of change and impact OTF seeks to achieve, clarifies eligibility for funding, and offers relevant grant programs that enable organizations to address community need effectively.

Who we fund	OTF's eligibility criteria and requirements identify the types of organizations that are eligible to receive grants. OTF supports many types of applicants to help them deliver community-based programs and services or sector-wide initiatives. Eligible organizations include charities and not-for-profits, Indigenous communities and small municipalities.
What we fund	Funding priorities identify the outcomes that OTF invests in, and through its grant programs they shape how OTF builds healthy, vibrant communities. Each grant program - Seed, Grow, Capital, Sector, and the Youth Opportunities Fund- has distinct priorities aligned with its purpose. These priorities reflect the change OTF seeks in communities and guide its strategy. For Seed, Grow, Capital, there are six priority areas that guide the focus of these grants. Sector grants have priorities that aim to strengthen the capacity and resilience of community non-profits, so they are better able to deliver programs and services. YOF has unique outcomes aligned with the each of its grant streams. Applicants must identify the outcome that best aligns with their project.
How we fund	OTF's grant programs award funding to eligible organizations. OTF offers diverse granting programs, to meet the varying needs of organizations and community groups. Every dollar invested through grant programs benefits local communities and helps to maximize the return on the province's investment as funds are directed to projects that can have the greatest impact for Ontarians. OTF's programs through which funds are invested are: • Seed, Grow, Capital and Sector grant streams • Youth Opportunities Fund

Grant Streams

- ✓ 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.
- ✓ Sector grants direct funds into initiatives that strengthen the capacity and resilience of Ontario's non-profit sector to support community organizations in delivering local programs and services effectively.

Funding Priorities for Seed, Grow Capital Grants

- 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.

Funding Outcomes for Sector Grants

Strengthen the sector's capacity:

- to adopt new tools and approaches (e.g., technology) that enhance agility
- to collect and use data to improve program and service delivery
- to identify and access new, sustainable sources of funding

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.

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. YOF facilitates capacity building supports for grantees and grassroots groups that support the delivery of their projects. YOF delivers its granting through three grant 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.

Priority Outcomes for YOF Grants

YOF projects will work towards advancing their selected outcomes through the project activities. Applicants identify which outcome best fits the project for which they are seeking funding.

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.

The program will continue to put emphasis on initiatives led by Indigenous and Black communities across all grant streams and projects that positively impact youth, parents, guardians or caregivers across a number of lived experiences or identities that include:

- 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.

Granting Principles

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

- Fair and transparent granting processes,
- Strongest projects are funded, in line with TPAD and government priorities,
- Local input that involves Grant Review Teams and the Grant Review Committee members 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 grants.

Measuring Outcomes

Measurement remains critical to OTF's accountability and is used for reporting and to demonstrate the impact of OTF grants. OTF's goal is to strike a balance between what is measured to report effectively on the results of its investments while encouraging grantees to measure what is most meaningful to them in assessing the results of their OTF grants.

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

- This approach allows 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.

3. Alignment with Government Priorities

OTF's strategy incorporates the priorities outlined in 2026-2027 Minister's Letter of Direction. OTF works to benefit Ontarians by being efficient, effective, and providing value for money to the province.

Protect Ontario

- OTF prioritizes sourcing from Ontario and Canadian suppliers whenever feasible, ensuring that contract arrangements and spending practices comply with government directives on procurement and vendor relations.

Deliver Better Services

- OTF has implemented fully digital granting processes from application through to assessment, notification, and grant monitoring. Customer service is delivered through multiple channels—phone, email, website, and real-time virtual engagement. OTF actively measures and analyzes service delivery through ongoing customer service feedback to monitor performance across these channels and continually improve the applicant and grantee experience.
- OTF undertakes ongoing operational process reviews to identify opportunities to improve workflows, enhance service delivery, and reduce unnecessary burden for applicants and grantees throughout their grant journey. This work focuses on improving alignment between granting programs and internal processes to create greater efficiency and consistency for applicants and grantees as well as OTF staff. To further simplify the customer experience, applicants and grantees will be increasingly directed to utilize the online grant platform for communications and updates, supporting a more self-serve model that enables timely access to information and reduces administrative complexity.
- Operational efficiencies are achieved through process simplification and continuous improvement initiatives. OTF is committed to reducing administrative complexity and ensuring a seamless experience for applicants, grantees and other stakeholders. As part of this work, OTF is identifying opportunities to streamline the assessment process, including exploring a stage-gated or two-step review approach. These efforts focus on reducing duplication of tasks and leveraging opportunities for automation to support more efficient and consistent delivery of grant processes.

OTF is actively exploring, piloting, and implementing AI and advanced digital technologies to:

- Enhance efficiency across granting and customer service processes.
- Improve applicant and grantee experiences throughout the application, assessment, grant initiation, monitoring and closure stages.
- Support staff and Grant Review Teams with tools that streamline application assessment.
- Identifying opportunities to implement tools, and infrastructure to reduce time to deliver customer service by balancing high-touch support with effective low-touch solutions, while remaining responsive and effective.

Drive Innovation & Value for Money

- 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.

- In 2025, OTF reduced its staff complement to 127 employees, in response to the government's direction. OTF will further reduce the staff complement in 2026-2027 to 125 employees to stabilize expenditures and take necessary action to adapt to the reduction while continuing to deliver on its annual business plan.
- Span of control policy that recognizes different streams of work and minimum benchmarks.
- OTF submitted a memo to MTCG in October outlining plans to align with the in-workplace standard.

Priorities specific to the Ontario Trillium Foundation:

1. Ensure grant programs and core organizational functions are efficient, effective and aligned with key government policies and priorities, with a focus on outcome-based performance measurement and demonstrating return on provincial investment.

- OTF conducts ongoing reviews of grant programs to confirm alignment with government priorities and policies.
- OTF continuously monitors and evaluates grant performance to measure impact and demonstrate return on provincial investment.
- Granting processes are continuously reviewed and refined to maintain an efficient and effective model that maximizes investment into Ontario's communities.

2. Continue to work with the ministry to ensure Grant Review Teams are aligned with government policies and priorities that support healthy, vibrant communities and economic growth.

- The OTF Board and management review government priorities annually to maintain alignment in the grant review process.
- OTF supports the ministry in the Grant Review Team appointments process to ensure members are equipped to deliver a fair and effective review process.

3. Continue to ensure Ontario Trillium Foundation grants reach all communities.

- Each grant cycle is assessed through data analysis to evaluate outreach effectiveness, address gaps, and continuously improve engagement and accessibility.
- OTF takes action to ensure organizations and communities are aware of available grant opportunities. OTF provides support throughout the application process to help applicants navigate requirements to enable the submission of strong applications.
- OTF actively raises awareness of grant opportunities and engages equity-deserving and Indigenous communities through targeted outreach and customized applicant supports.

4. Continue to work with the ministry on public communications opportunities in line with the Grant Communications Protocol.

- OTF implements grant recognition activities that build the profile of both the Ontario government and the Ontario Trillium Foundation.
- Recognition activities engage MPPs across the province and highlight the impact of OTF-funded initiatives in local communities.

4. Overview of Current and Future Programs and Activities

The below outlines the programs and activities that OTF will undertake in 2026-2027. These programs and activities deliver on OTF's five-year strategic plan and align with the Grant Investment Framework and government priorities outlined in the Minister's 2026-2027 Letter of Direction. The programs are set on a one-year horizon within the long-term strategy and are reviewed 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 deliver grant programs in line with its Grant Investment Framework:

- Offer application-based deadlines for:
 - Capital, Seed, Grow and Sector grant streams.
 - Youth Innovations, Family Innovations and System Innovations grant streams as part of the Youth Opportunities Fund.
- Monitor and support grantees to achieve grant expectations and report on the impact of their grants.

Capital, Seed, Grow and Sector grants

OTF's Capital, Seed, Grow and Sector grants align with the Memorandum of Understanding (MOU), OTF's strategy, and its Grant Investment Framework. They reflect various government directives, including TPAD, and policy expectations, ensuring that public funds are invested in initiatives that help to strengthen communities across Ontario.

Capital grants: One deadline will be offered March 4, 2026

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

Seed grants: One deadline will be offered: August 19, 2026

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

Grow grants: One deadline will be offered: November 4, 2026

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

Sector grants: OTF will offer this grant stream (transitioning from the Partnership Investments grant program). Sector grants will focus on supporting projects that strengthen Ontario's non-profit sector's capacity and resilience so organizations can effectively meet local needs.

Sector grants: Up to two application deadlines will be offered <dates are to be confirmed>

- Grants: Up to \$300,000 per year
- Grant term: 1 year to 3 years

Youth Opportunities Fund

In 2026-2027, YOF will support applications for its 14th cohort. YOF, as outlined in the Agreement with MCCSS, will continue to fund through its three granting streams.

Youth Innovations and Family Innovations:

Expression of Interest deadline: April 15, 2026, and

Application deadline: July 8, 2026

- 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 Innovations:

One application deadline offered: March 11, 2026

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

Organization Mentor:

One application deadline offered: June 17, 2026

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.

Monitoring active grants:

OTF continues to monitor more than 1,600 active grants across the Capital, Seed and Grow streams, the Youth Opportunities Fund and partnership 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.

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

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

- 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.
- Identify how AI can be used to improve operational efficiencies across the grantmaking process.

Continuous improvement of customer service experience

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

- Provide comprehensive customer service resources and self-serve options through OTF's website.
- Continue to offer multiple customer service channels from the support centre to information sessions, group and 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 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 a 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 applies robust enterprise risk management principles, including risk identification, measurement, monitoring, and control, along with transparent decision-making and effective communication. In alignment with the ERM Directive, the Risk Register categorizes risks as Delivery/Operational, Financial, Governance/Accountability, Public Perception/Stakeholder, and Policy. Management reports quarterly on risk status to the Finance & Audit Committee, the Board, and the Ministry.

OTF Heat Map - 2026-2027

OTF's complete Risk Register for 2026-2029 can be found on page 40.

		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			OTF's grantees or partners fail to achieve the expected outcomes. Due to grants not fairly distributed to communities throughout Ontario, OTF's credibility and reputation as a fair/equitable and accessible grantor will be tarnished. Due to the lack of viable successors for key senior positions, timely delivery on Business Plan Commitments may be hindered. In the eventuality OTF GRT members 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 negatively impacted. OTF depends on Grant Review Team (GRT) members. An insufficient number of GRT members would compromise the thorough and appropriate assessment of applications, impacting OTF's ability to deliver grants in a fair, effective and accountable manner. 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.	In the event MCCSS changes the SLA or how they flow funds to OTF, depending on those changes the foundation might be put in a position whereby the expectations for program delivery may affect OTF's ability to achieve business objectives, or whereby OTF had to commit funds not received, thereby significantly increasing OTF financial risk and liability. Lower employee engagement and turnover affects OTF's ability to achieve business objectives.	
	2			High demand results in a significant increase in workload, making it difficult to maintain high levels of customer service. The Grant Investment Framework is not aligned to the needs of the sector, resulting in poorly aligned and/or ineligible applications.	Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs. Due to unforeseen health, environmental, or other significant threat-related events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.	
	1					
		1	2	3	4	5
Impact						

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 \$70 billion to Ontario's GDP,
- Employs 600,000 full-time and 400,000 part-time employees.
- Engages nearly 8 million volunteers contributing the equivalent of 650,000 full time jobs – approximately 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, resulting in a lack of evidence for strategic decision-making. Recently, more data collection initiatives about the sector have emerged, 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, such as the annual State of the Sector survey from ONN, that OTF has relied on to understand major trends in the non-profit sector at-large and 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.

Many of these trends started in 2021, reached a peak in 2023 and have remained elevated since then. These include:

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

- There is increased demand for non-profit programs and services, as reported by more than 80% of organizations for the second consecutive year¹
- Macroeconomic environment continues to financially strain community members. The cost of living pressure of the past three years, driven mostly by inflation and housing costs, caused more and more households to struggle to meet their basic needs.² Although inflation has returned to normal levels and interest rates have come down, costs remain elevated well above 2019 levels, following 2 years of rampant inflation and tariff and trade uncertainty with the US causing both localized and widespread economic concern.
- This is leading 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 83% of organizations report higher costs for operations (staff salaries, space/materials to deliver their programs/services) – the third consecutive year this statistic has been over 80%.³
- Available funding remains unchanged (including from government sources) or is expected to shrink due to austerity measures and other competing priorities such as defence and boosting economic growth. This is 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 capacity for many organizations as the human capital the sector relies on becomes scarcer.³ Staffing challenges are trending in a more positive direction, but this is related to mitigation strategies such as increased compensation that have implications for organizations' expenditures.
- Altogether, this is causing more organizations to have to waitlist clients and/or scale back programming or use reserve funds to maintain operations at previous levels.

¹ ONN State of the Sector survey 2025

² Feed Ontario, Hunger Report 2023

³ Various sources: CICP, ONN State of the Sector survey 2025, CFC Vital signs, Toronto Foundation Social Capital 2023

High demand for funding

- The broader economic climate is cited as a key reason revenue generation is stagnant or decreased for nonprofits in 2025, as reported by 69% of ONN survey respondents,⁴ including slow economic growth and uncertain economic outlook resulting from trade uncertainty
- Government funding has slowed and is expected to be further limited, with fewer grants as one of the most significant sources of revenue reduction.⁵
- 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 their funding, which in most cases has not increased commensurate with sector demands
- Fewer people are donating to charities and are typically larger sum donations by wealthier individuals, leaving some smaller, volunteer-run organizations who rely on small, community donations with uncertain long-term outlook, raising the specter of potential disappearance of smaller organizations that are so vital to communities across Ontario.
- Anywhere from 10% ⁶ of non-profit and charitable organizations are very concerned about their long-term viability.
- Emerging technology and AI opportunities 45-67% of nonprofits report using AI, however, few are prioritizing it.⁷
- Given the resource challenges nonprofits face, AI presents a potential solution to find efficiencies to meet demand with strained resources as well as bolster fundraising effectiveness
- Challenges exist, however, due to the highly relational and care-oriented nature of many non-profits' work
- Further, the sector is lagging digital maturity that is required to take advantage of the opportunities AI could offer. Only 13% of organizations are fully using available technologies and digital tools, while 68% say it is more or much more of a priority.⁸ Organizations with low digital maturity scores are also more likely to report declining revenues.⁹

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 - and elevated expenses. Together, these dual pressures require nonprofits to “do more with less”. Unfortunately for these organizations and the communities they serve, they can only “do what they can with what they've got”. As a result, more organizations are reporting waitlisted programs or having to scale back or cancel programming, despite persistently high demand¹⁰

⁴ ONN State of the Sector Survey 2025, and Blackbaud Status of Fundraising Report 2024

⁵ Blackbaud Status of Fundraising Report 2024

⁶ Between 1 in 10 - ONN State of the Sector Survey 2025

⁷ CICI Technology Adoption and Blackbaud Status of Fundraising Report 2024

⁸ CICI Technology Adoption 2025, survey 3.36

⁹ Blackbaud Status of Fundraising Report 2024

¹⁰ ONN State of the Sector Survey 2025

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 2025-2026. This aligns with the increase in demand for funding in the sector.
- This has implications for staff and GRT 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. As demand for funding continues to grow, OTF must also navigate the reality of an increasing number of declined applications.

Governance oversight

- The Ontario Internal Audit Division recently finalized the 2025 Governance Audit of the OTF. The scope of the audit included a review of frameworks, systems, and processes in relation to board governance, strategic planning, risk management, performance measurement, GRTs and the Agencies and Appointments Directive.
- OTF activated on 14 out of the 16 recommendations and better practices. OTF will continue working with the ministry to implement the two outstanding recommendations from the audit.

7. Human Resources

Building a great workplace and attracting, developing, and retaining skilled and dedicated staff, leadership and members of the grant review teams and committee, is critical to delivering on OTF's mandate.

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

1. Support a high-performance team and be an employer of choice: OTF will continue to:
 - Cultivate high performance among employees by drawing on best practices in learning, development, performance management and recruitment that strengthen employee performance.
 - Foster high levels of employee engagement to enable OTF to deliver effectively on its mission. Employee engagement is at 83% compared to OPS' 67%.

OTF has been recognized as one of Best Workplaces™ in 2025 in three categories - Best Workplaces™ in Government & Social Services; Best Workplaces™ for Giving Back and Best Workplaces™ Led by Women.

2. Maintain a succession plan for senior team and critical roles in the organization. Robust succession plan in place for senior team with annual oversight of the Board. Ongoing leadership development program through learning, coaching, and mentoring for high potentials in the organization.
3. Advance Diversity and Inclusion: OTF will continue to promote an equitable, inclusive, accessible, anti-racist and diverse workplace as per the Agencies and Appointments Directive. 82% of OTF employees reported a sense of inclusion vs 73.4% at OPS¹¹ and 70% identify with at least one of the following identities: Indigenous, Black, Person of Colour, Person with Disabilities, Francophone and 2SLGBTQIA+.

OTF was recognized by [Canada's 5-Star Diversity, Equity and Inclusion Employers](#) award in 2024.

Environmental factors, demographic trends and workforce characteristics

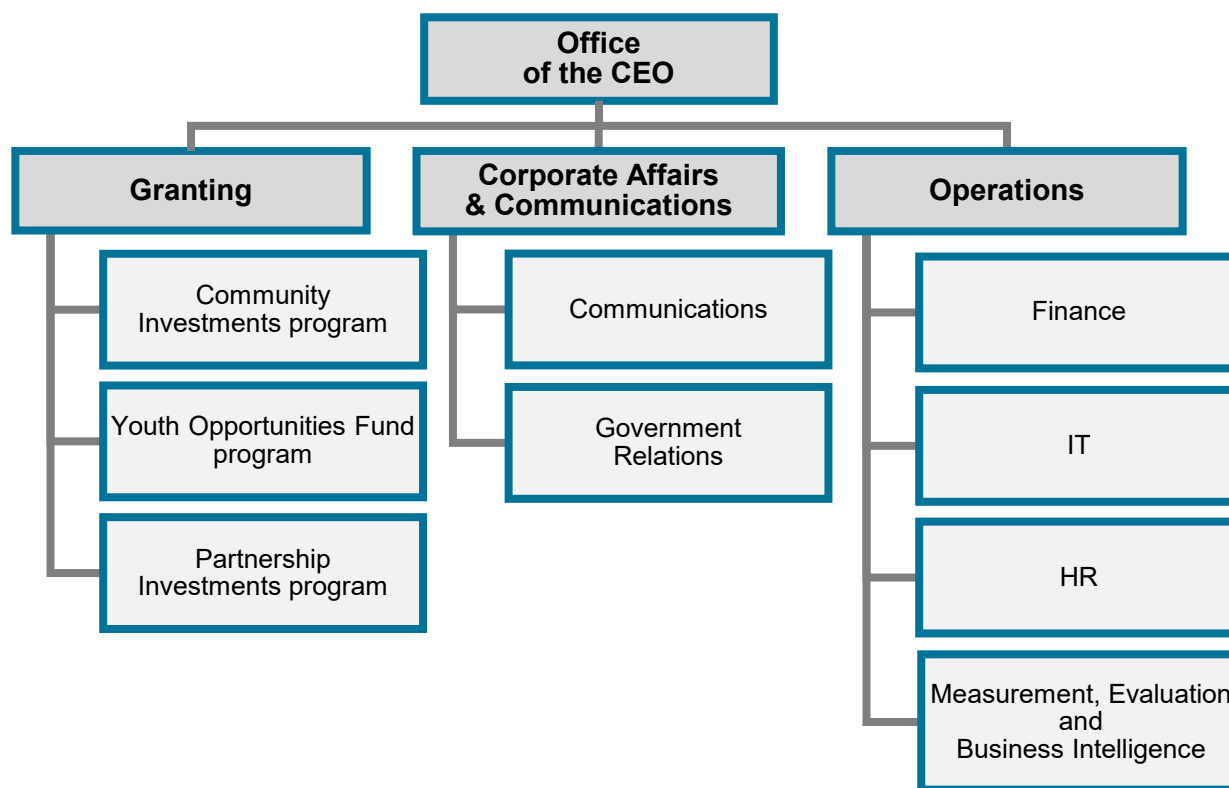
One of OTF's key priorities is succession planning for critical roles, informed by workforce demographics and broader labour market trends in Ontario. With an average employee tenure of 10 years and an average age of 44, OTF recognizes the importance of proactive planning to ensure leadership continuity, preserving institutional knowledge, and attracting diverse talent for the future

Organizational Structure and Staff Numbers

OTF staff complement for 2026-2027 is 125 full-time equivalents (FTE), all permanent and non-unionized: 95 non-management and 26 management positions, including four executives – the CEO and three VPs. There are no contract staff or consultants. OTF complied with the Government direction on hiring controls of September 27, 2025, and capped the headcount for remainder of 2025/2026 fiscal year at 127 FTE. In response to the government's call to prudently and responsibly manage workforce size, OTF will further reduce its headcount to 125 FTE in 2026-2027; resulting in a 4% reduction over the previous fiscal year.

¹¹ 2024 Inclusion Index from the 2024 Employee Experience Survey

Staffing complement and organizational structure are expected to be maintained for the 2027-2028 and 2028-2029 fiscal years, assuming no change to OTF's budget.



Compensation Strategy

Compensation is a critical factor in attracting and retaining the talent needed to deliver high quality services while managing public dollars responsibly. OTF's compensation approach complies with government directives on fiscal responsibility while remaining competitive to attract and retain skilled staff. The strategy is built on three key principles: employee performance (sustained and annual), internal equity (through job evaluation), and external competitiveness (based on market surveys). OTF aligns base salary and benefits to the median of its comparator group, Ontario-based Broader Public Sector organizations. OTF's performance-based compensation includes salary progression aligned with practices in its comparator group. OTF does not offer pay-at-risk components such as incentives or bonuses. As a non-unionized environment, OTF has no bargaining units. Compensation trends are regularly monitored to ensure alignment with government directives and appropriate recognition of employee contributions.

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). 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.

Span of Control

On January 28, 2025, OTF introduced a Span of Control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks. OTF is assessing departments for span of control with action plans to be put in place as needed.

Learning and Professional Development

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 grant review team and committee members 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.

Government Appointments

Local community members who are appointed by the government as grant reviewers form the foundation of OTF's grant assessment process and are not remunerated for their work. Grant Review Team/Committee members ensure a community-based approach that maximizes the impact of provincial investments while bringing local knowledge and expertise to funding recommendations. The grant review process is designed to align with government policies and priorities. A sufficient number of Grant Review Team members are required in each of the 16 catchment areas across the province, to ensure diverse perspectives, and inform grant funding recommendations to OTF's board of directors.

Training an Effective and Engaged Cohort of Grant Reviewers - Key to Local Decision Making

OTF makes engagement a priority. The ongoing development and support of government appointed GRT members 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 the grant review teams/committee members that strengthens their ability to perform their duties. Specific training will increase their knowledge which will in turn support effective decision-making by mitigating bias and expanding understanding of issues affecting equity-seeking groups. OTF will:

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

8. Performance Measures and Targets

Measuring OTF's Performance - Key Performance Indicators (2026-2027)

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.

Government Priority	Goal	Objectives	Metric	2026-27 Annual Target
Continue to ensure Ontario Trillium Foundation grants reach all communities.	Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget for Seed, Grow Capital and Youth Opportunities Fund into Ontario communities in line with the Grant Investment Framework ensuring diverse organizations and populations have access to OTF funding opportunities.	Invest 100% of the annual grant allocation into communities	100% \$104,874,547
Continue to ensure Ontario Trillium Foundation grants reach all communities.		Distribute grant funding fairly across Ontario's geographic regions to ensure communities in all parts of the province—including rural, northern, and urban areas—have access to OTF funding opportunities.	Fair distribution of grants across Ontario's geographic regions	100%
Ensure grant programs and core organizational functions are efficient, effective and aligned with key government policies and priorities, with a focus on outcome-based performance measurement and demonstrating return on provincial investment.		Demonstrate the impact of investments in communities	% of grantees meeting their anticipated grant expectations	87%

Continue to ensure Ontario Trillium Foundation grants reach all communities.	Goal 2: Build the capacity and resilience of Ontario's non-profit sector	Implement Sector grants to strengthen the capacity and resilience of Ontario's non-profit sector, enabling organizations to better serve their communities and deliver programs effectively.	Invest 100% of the annual Sector grant allocation	100% \$2,283,259
Protect Ontario Procure from Ontario and Canadian businesses whenever feasible	Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Percentage of total procurement spend on Ontario-based businesses	75%
Deliver Better Services Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.		Provide a high level of customer service	Customer satisfaction rating	8/10
Deliver Better Services Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.		Demonstrate effective and accountable stewardship of public funds	Number of new AI-driven initiatives or pilots launched	≥4 initiatives
Deliver Better Services Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.		Provide a high level of customer service	Percentage of services available online	Deliver Sector grants digitally - 100%
Drive Innovation & Value for Money Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.		Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets (Spending within budget)	≤ 100% \$20,108,023

Drive Innovation & Value for Money Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.		Demonstrate effective and accountable stewardship of public funds	Percentage of departments operating within allocated budgets	100%
Drive Innovation & Value for Money Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.		Demonstrate effective and accountable stewardship of public funds	Percentage of financial reports submitted on time and without errors	100%
Drive Innovation & Value for Money Prudently and responsibly manage workforce size. Where an agency requires an increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.		Demonstrate effective and accountable stewardship of public funds	Percentage Change in Workforce Size	-4% (reduction)

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

Measuring the Outcomes of Grants

Measuring outcomes is essential for accountability, learning, and demonstrating the impact of OTF's investments in communities. OTF's Grant Investment Framework is designed to show results in the short, medium, and long term, ensuring that funding priorities translate into meaningful change.

Currently, OTF can project the scope of its impact across Community Investment and Youth Opportunities Fund grants based on applications received and investments made. The framework provides a roadmap for desired community benefits while allowing grantees to determine how best to achieve and measure success within OTF's six Funding Priorities. Grantees also track common metrics across streams, creating a comprehensive picture of OTF's impact.

Seed, Grow, Capital and Sector grants

- *Seed grants* fund innovation and capacity-building to help organizations better meet community needs and deliver high-quality programs and services.
- *Grow grants* expand or enhance proven programs to deepen impact and broaden reach, ensuring more community members benefit from effective services. Grow 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* support high-quality community spaces that address critical local needs and improve access for residents.
- *Sector grants* develop and/or introduce new approaches and tools to enhance adaptability, improve data collection and use to support delivery of programs and services and enable organizations to identify and access new and sustainable sources of funding.

The Seed, Grow and Capital grant streams have unique impacts in communities, while working to support complimentary needs of the sector, ensuring local non-profits can deliver meaningful results for communities. Grantees report on project outcomes and provide accountability for budgets and expenditures. Measurement combines common output metrics and grantee-reported results, offering a clear view of how OTF investments improve community well-being and demonstrate return on provincial investment. 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 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 the grassroots groups participating in collaboratives, 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 the grassroots groups work with.

9. Financial Budget and Staffing

- OTF continues to prudently balance its operational and granting budget over the three-year business plan to meet its mandate.
- 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.

	2024-2025	2025-2026	2025-2026	2026-2027	2027-2028	2028-29
(‘000s)	ACTUAL	BUDGET	PROJECTED	FORECAST	FORECAST	FORECAST
PROVINCE OF ONTARIO						
MTCG - Community Investments	103,557	103,557	103,557	103,557	103,557	103,557
MCCSS - Youth Opportunities Fund	16,826	16,826	16,826	16,826	16,826	16,826
1> TOTAL PROVINCIAL FUNDING	120,383	120,383	120,383	120,383	120,383	120,383
OTHER GOVERNMENT FUNDING						
2> TOTAL OTHER GOV'T FUNDING	0	0	0	0	0	0
SELF GENERATED REVENUES						
Investment Income	2,348	3,500	3,500	2,500	2,500	2,500
Other: Change in Deferred Contributions	-4,418					
Rescinded or Recovered Grants	5,091	3,241	3,241	3,500	3,500	3,500
3> TOTAL SELF GENERATED REVENUES	3,021	6,741	6,741	6,000	6,000	6,000
4> TOTAL REVENUE: 1+2+3	123,404	127,124	127,124	126,383	126,383	126,383
EXPENDITURES						
Salaries & Benefits:						
MTCG - CI, PI and General Operations	13,305	14,240	14,240	14,193	14,336	14,484
MTCG - Community Building Fund	20	-	-	-	-	-
MCCSS - YOF	1,996	2,028	2,028	2,147	2,169	2,191
TOTAL SALARIES AND BENEFITS	15,321	16,268	16,268	16,340	16,504	16,675
Grants:						
MTCG - Grants	91,986	94,123	94,123	92,400	92,401	92,401
MCCSS - YOF Grants	13,443	13,413	13,413	13,113	13,113	13,113
Program Delivery / Grantmaking expenses (CI, YOF)	944	1,259	1,259	1,645	1,562	1,499
Support Services	1,607	1,921	1,920	2,740	2,659	2,552
5> TOTAL EXPENDITURES	123,300	126,984	126,984	126,239	126,239	126,239
Net Income Surplus/(Deficit): 4-5	103	140	140	144	144	144
Amortization of capital assets	103	140	140	144	144	144
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

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

Financial Update – 2026-2027 Forecast

No significant variances are projected from the current annual budget to year-end. For the 2026-2027 fiscal year, OTF assumes the same level of provincial funding with no major changes to expenditures. The primary revenue sources remain the Ministry of Tourism, Culture and Gaming (MTCG) and the Ministry of Children, Community and Social Services (MCCSS), supplemented by investment income. Investment income, which fluctuates with market conditions, is validated with the Ontario Financing Authority (OFA) before inclusion in the budget; lower returns may reduce available grant funding. OTF projects a balanced position with no surplus or deficit.

Under the Accessing OTF Reserve Policy, OTF maintains reserves equal to six months of fixed operating costs to ensure commitments can be met in a wind-down scenario, covering approved grants, staff compensation, premises, and related contracts. Reserves consist of Unrestricted Net Assets and unallocated Deferred Contributions and are invested through OFA under an investment management agreement. OTF does not maintain a capital reserve.

Realty

OTF does not control realty even under the In-Workplace Standard. OTF does maintain a low-cost way of working by utilizing co-working office space for its head office and regional offices.

OTF focuses on being in local communities across Ontario. OTF's employees are located in more than 40 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. OTF submitted its plan to adhere to the OPS in-office standard on October 1, 2025.

Resources needed to meet goals and objectives

Budget: To meet the objectives in the plan, OTF assumes a total funding commitment for 2026-2027 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 currently around \$10 requested for every \$1 funded, with an increase in demand for grant funds, we can expect to see the demand ratio increase.

Staffing: OTF will maintain 125 highly trained full time permanent staff for 2026-2027. Staff are critical to implementing efficient granting processes, delivering strong support and customer service to the non-profit sector and ensuring transparency and accountability in the investment of public funds.

Grant Reviewers: Local government appointees work without remuneration to bring essential local knowledge to the grant assessment process and are integral to OTF's unique community-based granting process. More than 250 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 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 covers digital security, customer service and applicant support and operations. OTF applicant support and outreach resources for the Community Investment and Youth Opportunities grants offers a fully digital and virtual experience, while OTF has enhanced cybersecurity to ensure the protection of OTF's digital assets. OTF has also begun piloting and integrating artificial intelligence to further improve efficiency and service delivery.

10. Information Technology and Electronic Service Delivery

A robust Information Management and Technology (IM&T) strategy is essential to support the Ontario Trillium Foundation's (OTF) mandate and align with government priorities such as evidence-based decision making, digital-first service delivery, customer-centric approaches, and risk management.

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

1. **Cybersecurity and Risk Management:** Strengthen OTF's cybersecurity posture through ongoing updates to the Cybersecurity Framework, proactive threat monitoring, and implementation of controls to mitigate risks in a dynamic online environment.

OTF conducts ongoing reviews and updates to its Cybersecurity Framework, implementing new controls and mitigation strategies as needed to address the evolving threat landscape. The cybersecurity plan outlines the organization's security policies, procedures, and remediation strategies to ensure operational integrity and safeguard organizational assets.

Complementing this, the Incident Response Plan and Playbooks—along with annual tabletop exercises—will help minimize the likelihood and impact of cybersecurity incidents. These measures reinforce the confidentiality, availability, and integrity of OTF's data and systems.

2. **Cloud-First and Business Continuity:** Advance a cloud-first approach to ensure seamless work, high availability of critical systems, and uninterrupted service delivery.

Infrastructure risks have been significantly reduced through the migration of OTF's granting and business systems to the cloud. Cloud-based solutions have been prioritized for new systems where they offer clear business value. Today, all of OTF's IT systems are hosted in the cloud or by trusted providers.¹²

3. **Modernization of Systems and Service Delivery:** Continuously optimize internal and external-facing systems to support modern, efficient, and customer-focused service delivery, including exploration of new digital service models and emerging technologies such as AI, machine learning, and robotic process automation.

OTF's online application and grants management system delivers a fully digital experience for applicants and grantees. Continuous improvements prioritize user needs and align with OTF's digital-first strategy. The portal streamlines the entire grant lifecycle—from application and assessment to feedback and monitoring—enhancing staff efficiency. Ongoing work ensures best practices are applied and new platform features are leveraged to improve user experience and satisfaction, system reliability, and data integrity.

¹² OTF decommissioned its on-premises datacenter in July 2022

4. **Data Governance and Business Intelligence:** Improve data governance and protection, support evidence-based decision making, and enable advanced analytics through integrated reporting and race-based data collection to promote equitable access to funding.

With a strong Measurement, Evaluation, and Business Intelligence (BI) plan in place, OTF continues to implement its BI Framework to ensure timely, high-quality data supports applications, grant reporting, and evaluation. Enhanced backend infrastructure enables deeper insights into grant effectiveness and impact, strengthening decision-making across the organization.

5. **Digital Literacy and Organizational Enablement:** Increase technical literacy among staff and grant review team/committee members by deploying self-help tools and learning aids and provide strategic digital transformation expertise to support business plans and government initiatives.

Technical literacy training is undertaken with both staff and the grant review teams/committee to foster a digital first mindset. OTF continues to offer technical training to enable staff and GRT/ GRC members to function effectively in a paperless environment. A Digital Adoption Platform (DAP) offers staff and GRTs/GRC in-system training and support when they need it.

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 being 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

11. Initiatives Involving Third-Party Partnerships

As per the Agencies and Appointments Operational Policy, any party, other than the responsible ministry, with which the agency is partnering or with which it has a funding relationship, constitutes a third party. This includes other ministries.

Grant streams

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 OTF's grant streams 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.

Other Third Parties

OTF has extensive relationships with grantees in the Community Investments and Youth Opportunities Fund grant programs (reflected by over 1,600 active grants).

All contracts with grantees, as well as 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 directives (including the Buy Ontario 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			25-26	2026									2027		
			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: - Deliver a portfolio of grants that align with the grant investment framework. - Deliver granting timeframes for 2026-2027 fiscal year for Capital, Seed and Grow grants. - Provide excellent customer service, support and outreach to organizations across Ontario to enable strong applications. - Continue to ensure equitable access and consistent implementation of granting programs including geographically and with under-represented groups including underserved communities such as Franco-Ontarian, Indigenous, Black, and 2SLGBTQIA+. Demonstrate impact of our investments: - Measurement approach is 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.	Capital Grant	Outreach / Application Period													
		Application Deadline	Mar 4												
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
		Board meeting - Approve Capital grants				Jun 18									
	Seed Grant	Outreach / Application Period													
		Application Deadline						Aug 19							
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
		Board meeting - Approve Seed grants								Nov 12					
	Grow Grant	Outreach / Application Period													
		Application Deadline									Nov 4				
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
		Board meeting - Approve Grow grants											Feb 11		
	Youth Opportunities Fund	Application period / Application Deadline - SI	Mar 11												Mar
		Application Assessment (OTF staff and Grant Review Committee) and GRC meeting (SI applications)													
		Board Meeting - Approve SI grants				Jun 18									
		Application period for EOI / EOI Deadline - YI and FI Expression of Interest		Apr 15											
		Application period / Deadline - YI/FI					Jul 8								
		Application Assessment (OTF staff and Grant Review Committee) and GRC meetings (YI and FI applications)													
		Board meeting - Approve YI/FI grants							Sep 24						
	Grant Monitoring	Ongoing monitoring of active grants to ensure accountability, manage risk and effective outcomes of grants.													
		Grant streams monitored: Capital, Grow, Seed, YOF.													

OBJECTIVE			2026									2027		
			Q1			Q2			Q3			Q4		
			Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
Invest in sector-wide initiatives that strengthen community non-profit organizations - Communications plan to share refreshed program details - Deliver granting timeframes for 2026-2027 fiscal year - Provide excellent customer service and outreach to eligible organizations in Ontario	Sector Grant	Outreach / Application Period (TBD)												
		Application Deadline (TBD)												
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings (TBD)												
		Board meeting - Approve Sector grants (TBD)												

OBJECTIVE			2026									2027		
			Q1			Q2			Q3			Q4		
			Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
Demonstrate effective and accountable stewardship of public funds. - 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.														
		Reporting to MTCG / MCCSS			Year end		Q1			Q2			Q3	
		Annual Report and Business Plan				AR*							BP*	
		OTF AGM												
		Board meetings			Jun 18			Sep 24		Nov 12			Feb 11	

*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	
Applicants and Grantees	• Require clear, accessible, and timely information to navigate grant opportunities effectively.
Ontario Government	• Need concise updates on OTF activities, funded projects, and recognition opportunities to maintain transparency and accountability.
Non-Profit Sector Stakeholders	• Seek insights into sector trends and OTF's impact to inform their work and strengthen trust in public funding.

Priority 1: Enhance awareness of OTF Grant Opportunities	
Key Activities	Timing
• Deliver a comprehensive digital communications approach that ensures clarity, accessibility, and equity in information delivery. • Maintain a user-friendly website with simplified content and resources to support applicants.	2026-2029
• Optimize owned channels to provide timely updates and resources that reduce barriers for applicants. • Publish timely updates on grant deadlines and eligibility criteria	2026-2029
• Use analytics to monitor engagement and inform continuous improvement and user experience optimization	2026-2029

Priority 2: Strengthen Stakeholder Engagement

Key Activities	Timing
Position OTF as a trusted partner by sharing sector insights and impact stories that demonstrate accountability and value.	2026-2029
Highlight grantee success stories and community impact to build trust and transparency.	2026-2029

Priority 3: Support Government Relations and Accountability

Key Activities	Timing
Provide funding Ministries with relevant information on grant cycles and funded projects.	2026-2029
- Ensure delivery of grantee recognition activities - Support grantees to coordinate recognition events, according to the policy – that enable government visibility and MPP engagement. - Continue to implement recognition framework that amplifies government investment visibility and fosters positive relationships.	2026-2029
Fulfill communication protocols outlined in the Memorandum of Understanding with MTCG.	2026-2029
Maintain a robust issues management process that includes monitoring, analysis, and coordinated response to mitigate reputational risk.	2026-2029

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 2026-2027

#	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.	Clearly outline the root cause, risk, and potential impact.	Select the appropriate risk category.	What controls currently exist to minimize or reduce the risk?	"Risk Likelihood (1-5): Considering existing controls, what is the estimated likelihood of the risk occurring?"	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?	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? (e.g. timing)	What mitigation plans are you going to implement to minimize or reduce the risk?
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- Controllorship/ Compliance. Perception/ Stakeholder – Reputation Delivery/ Operational – Business Continuity Work life balance and staff wellbeing	- 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 Risk (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 fail to achieve expected outcomes	Governance/ Accountability- Controllership/ Compliance. Policy – Outcomes Public Perceptions/ Stakeholder – Reputation	- OTF follows an outcomes-based grant model, in which applicants are required to align their initiatives with clear outcomes they aim to achieve. - The following controls are in place: - Organization status, eligibility and financial health assessed for each application - Grant contract always executed - Grantee onboarding tools - Mandatory orientation webinar for new grantees - OTF's Monitoring Standards and Guidelines for staff & ongoing training - Grantee 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 - 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 are placed on hold and no payments released until staff have confirmed that the project is ready to resume.	L: Possibly (3)	I: Moderate (3)	Medium Risk (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 funding not fairly distributed to communities throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be negatively impacted.	Public Perceptions/ Stakeholder - Reputation. Governance/ Accountability- Controllershship/ Compliance.	- Grant 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. - OTF 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, GRT/GRC members and communities. - OTF's Anti-Black Racism Action Plan is aligned with OPS Anti-Racism Directorate action plan and is rooted in the best practices in the philanthropic sector and is integrated into operational 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	OTF depends on Grant Review Team (GRT) members and has identified an optimal and minimum level to ensure effective operations. Insufficient number of GRT members would compromise the thorough and appropriate assessment of applications, impacting OTF's ability to deliver grants in a fair, effective and accountable manner.	Delivery/ Operational – Human Resources, Business Continuity	- Board Chair will work to support the appointments process – working closely with the Minister's Office - Monthly calls with MO Appointments Team to review and support GRT appointments. - OTF Corporate Governance & Policy Committee and Board review the status of appointments quarterly.	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	Continue to review and assess effectiveness of the existing controls. OTF has identified a minimum (236) and optimal (275) number of GRT members by geographical catchment area to support the reduction in overall number of appointments required.

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 SLA or how they flow funds to OTF depending on those changes the foundation might be put in a position whereby the expectations for program delivery may affect OTF's ability to achieve business objectives, or whereby OTF had to commit funds not received, thereby significantly increasing OTF financial risk and liability.	Governance/ Accountability- Controllership/ Compliance. Delivery/ Operational – Human Resources, Business Continuity	OTF will maintain good communications with MCCSS and work collaboratively to reach common agreement on any changes to the SLA or how funds are flowed. Changes to the SLA or payment schedule would have to be endorsed by the Board	L: Possibly (3)	I: High (4)	Medium-high Risk (12)	Continue to monitor and work with MCCSS to minimize the operational and financial risk to the Foundation
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	Ongoing efforts to build a positive culture, continued effort on employee engagement. Management keeps continued 'eye' on compensation trends in Broader Public Sector, Return to In-Workplace Standard, as well as hiring freeze directive from the Government.	L: Likely (4)	I: Moderate (3)	Medium-High Risk (12)	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.	- 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)	I: 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 GRT members and/or staff engage in partisan and/or political activity in breach of PSOA provisions, OTF reputation as an unpartisan agency might be negatively impacted.	Delivery/ Operational – Human Resources, Business Continuity; Public Perception/ Stakeholder Performance.	The following strategies are in place to mitigate risks: - Annual sign-off on Code of Conduct and Conflict of Interest - A set process in place that requires staff and GRT members to identify real and perceived conflicts of interest each round - Removal of staff or GRT/GRC members from any file for which they have a real or perceived conflict of interest - Training opportunities at each funding round that refresh staff and GRT/GRC members understanding of the application assessment criteria - Annual reminders on the Social Media guidelines - Prior to election, reminders on PSOA rules for political activity for public servants - OTF's Board Chair acts as the ethics executive for government appointees, and the CEO acts as the ethics executive for OTF employees.	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	Continue social media monitoring and continue to educate GRT members and staff.

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	The following strategies are in place to mitigate risks related to data governance, data integrity and data security: People - Annual security awareness program for all staff and monthly simulated phishing campaigns. Process - 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. Technology - 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.	Delivery/ Operational – Business Continuity Public Perception/ Stakeholder – Performance, Reputation Policy - Outcomes Governance/ Accountability - Controllershship/ Compliance	The controls from risk #2 are also used to minimize the AI risks to OTF's granting processes by external stakeholders. • 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 GRT members 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)	Continue to monitor the effectiveness of existing controls. Implement a governance structure to monitor AI usage and ensure compliance with ethical, privacy, confidentiality, security standards, legislation, and directives. Regular audits and monitoring of AI use cases. Stay current on the AI landscape and best practices, and align with the Government of Ontario's AI policies, directives, and frameworks.
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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.	- 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)	Quarterly monitoring of customer support (demand and customer experience feedback) Regular review of customer support mechanisms to identify potential improvements for achieving optimum effectiveness and efficiency.
12	Demonstrate effective and accountable stewardship of public funds	Due to unforeseen health, environmental, or other significant threat-related events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.	Delivery/ Operational – Business Continuity Public Perception/ Stakeholder – Performance, Reputation Policy - Outcomes Governance/ Accountability - Controllorship/ Compliance	- 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. OTF maintains an up-to-date and comprehensive Business Continuity Plan