

# Investing in Ontario

Building Vibrant,  
Resilient Communities

Ontario Trillium Foundation  
2019–2020 Annual Report

Ontario  
Trillium  
Foundation



Fondation  
Trillium  
de l'Ontario

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

# Investing in Ontario

is about providing communities across the province with funding and support to bring lasting change for Ontarians.

That change might be the transformation of young people through resources that help develop their economic or entrepreneurial skills. It might come from the experience of community through sports, the arts or other activities, making our social and cultural fabric stronger.

Our grants support programs and spaces for changes such as these to happen. By doing so, they deliver important economic benefits and contribute to the character and spirit of our province.

Investing in Ontario also means being an efficient and responsible partner for the Government of Ontario. We strive to deliver exceptional value through the public funds entrusted to us — directing funds to people and programs with the best chance of achieving meaningful social change and economic impact.

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## Our mission

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

## Our values and guiding principles

Our values direct our activities and shape our culture and are reflected by our volunteers and staff in their actions and relationships.

- We act with integrity and fairness.
- We provide outstanding customer service.
- We lead change that matters to communities.
- We pursue excellence in all we do.
- We improve through knowledge and learning.
- We build trust through transparency and accountability.
- We pursue diversity, equity, and inclusion in everything we do.

# Message from the Chair and CEO



In her October speech to the Economic Club of Canada, the Honourable Lisa MacLeod said Ontario's heritage, sport, tourism and culture industries fuel a "double bottom line" — contributing to the province economically and enriching its cultural fabric at the same time.

The Ontario Trillium Foundation supports both sides of that equation by investing in high-quality projects and organizations that deliver real social and economic benefits for communities in every corner of our great province. Last year, those investments totalled more than \$115 million. Very few organizations are able to make that kind of impact year over year.

While our output is significant, so is the demand for our funding. In 2019–2020, we experienced a significant increase in the number of grant applications received, with 40 percent coming from first-time applicants. We don't expect this to be a one-time blip. There are always more challenges facing our communities than public dollars to address to them, and the emergence of the COVID-19 pandemic toward the end of the fiscal year only amplified the need. With non-profits and charities no longer able to hold big fundraising events, communities across Ontario will require our support more than ever before.

Thanks to our efficient and resilient processes, we made sure money kept flowing and investments continued to be made even despite community lockdowns in spring 2020. As an asset to both the government and the people of this province, we work hard to get public dollars where they are intended to go. Throughout the year, we continued to ensure our program delivery aligns with the government's priorities and directives on finding efficiencies, focusing on results and adopting a digital-first approach to doing business. By embedding integrity and accountability into our systems and processes, we can flow funds out to communities in the most efficient, responsible ways possible.

Looking ahead, 2020–2021 will not be a year of “business as usual”. COVID-19 has turned the world upside down and demand for our grants is likely to reach a record high. We are well positioned to respond, thanks to last year's strong focus on remote work, virtual service delivery and online support, as well as our recent investments in risk management and business continuity planning. We will help build the economic and cultural foundation for communities to rebound and recover from this unprecedented event.

Going forward, we will continue to modernize our processes to improve the overall experience for applicants and grantees. We will continue to seek out efficiencies to maximize our community investments. And we will further strengthen our commitment to Ontario's Open Government directive by becoming even more transparent and accessible in the way we publish data about our grants.

None of this would be possible without the continued efforts of our staff and volunteers. On behalf of the leadership team and the Board of Directors, we want to thank them all for their hard work and dedication to delivering on the double bottom line — and to building vibrant, resilient communities for all Ontarians.



Michael Diamond  
Chair



Katharine Bambrick  
Chief Executive Officer

# Ontario Trillium Foundation at a Glance

2019–2020

The Ontario Trillium Foundation (OTF) is an agency of the Government of Ontario and one of Canada’s leading granting foundations. Our transparent investment strategy ensures the Government of Ontario has a real social and economic impact on communities of all sizes and in all corners of the province.

**2,331**  
applications for funding  
received

**645**  
grants awarded

**\$115,024,900**  
total amount invested in  
Ontario’s communities

**By investment stream:**

Seed: \$11,458,100  
Grow: \$67,734,500  
Capital: \$22,609,200  
Youth Opportunities Fund: \$13,223,100

**By action area:**

Active People: \$17,887,300  
Connected People: \$14,866,600  
Green People: \$10,735,300  
Inspired People: \$15,609,400  
Promising Young People: \$24,504,400  
+ Youth Opportunities Fund: \$13,223,100  
Prosperous People: \$18,198,800

**220**  
grant review team volunteers  
who bring local knowledge from communities  
across Ontario to ensure effective stewardship of public funds

# How We Invest in Ontario's Communities

## Action areas

We make a real impact on the social, cultural and economic well-being of communities by investing in outcomes aligned with our 10-year investment strategy. Introduced in 2015, the strategy identifies priority outcomes in six action areas that improve the quality of life for people in Ontario:

### Active People

Fostering more active lifestyles

### Inspired People

Enriching people's lives through arts, culture and heritage

### Connected People

Building inclusive and engaged communities together

### Promising Young People

Supporting the positive development of children and youth

### Green People

Encouraging people to support a healthy and sustainable environment

### Prosperous People

Enhancing people's economic well-being

These action areas are based on the long-term indicators of community well-being defined in the Canadian Index of Wellbeing (CIW). Launched in 2009 and now maintained by the University of Waterloo, the CIW researches and reports on quality of life nationally, provincially and locally.

Action Area	Amount Invested	Number of Grants
Active People	\$17,887,300	128
Connected People	\$14,866,600	108
Green People	\$10,735,300	55
Inspired People	\$15,609,400	118
Promising Young People	\$24,504,400	99
<i>Youth Opportunities Fund</i>	\$13,223,100	43
Prosperous People	\$18,198,800	94
<b>Total</b>	<b>\$115,024,900</b>	<b>645</b>

## Investment streams

Our core business is investing in community-based initiatives that help build a healthy, vibrant and resilient Ontario now and for the long term. We deliver our grants through our investment streams:

### Capital

Grants that broaden access to and improve community spaces. Funding can be used for renovations and repairs, installing new equipment, building new structures and making better use of technological resources.

### Seed

Grants that support projects at the idea or conceptual stage. Funding can be used for research, testing new approaches, developing new ideas and launching new initiatives.

### Grow

Grants that support the development of proven activities and programs. Funding can be used for replicating or scaling up models, and piloting or demonstrating tested models — at either the local or provincial level.

In addition to our three community investment streams, we also administer the Youth Opportunities Fund on behalf of the Ministry of Children, Community and Social Services.

Investment Stream	Amount Invested	Number of Grants
Capital	\$22,609,200	237
Seed	\$11,458,100	194
Grow	\$67,734,500	171
Youth Opportunities Fund	\$13,224,100	43
<b>Total</b>	<b>\$115,024,900</b>	<b>645</b>



**The Ontario Trillium Foundation administers the following funds on behalf of the Ministry of Children, Community and Social Services:**

**Youth Opportunities Fund**

Entering its seventh year, the YOF provides grants and capacity-building support to grassroots groups and community-based collaboratives that are working to improve the wellbeing of children, youth and families who face systemic barriers, with a particular focus on Indigenous and Black communities.

Since 2013, the YOF has provided more than \$68.1 million in funding to 237 groups across the province, making an impact on more than 166,000 people.

YOF Investment Stream	Amount Invested	Number of Grants
Youth Innovation	\$6,316,900	23
System Innovation	\$3,555,200	5
Family Innovation	\$3,351,000	15
<b>Total</b>	<b>\$13,223,100</b>	<b>43</b>

In 2019–20, more than **8,000 people** benefitted from YOF-funded projects and more than **100 full-time positions** were created through this funding. Approximately 40 percent of those jobs went to young people between the ages of 12 and 29, providing them with valuable real-world work experience.

Additional highlights from the 2019–20 YOF application cycle:

- Fostering community connections that promote social wellbeing continues to be an area of high priority.
- Economic wellbeing is emerging as a key area of focus, with increases in funding toward initiatives supporting economic empowerment for women and girls; entry into the labour market for Indigenous, Black and newcomer youth; and poverty alleviation for youth not in employment, education or training (NEET).
- Supporting families with systems navigation and helping them exit poverty are key priorities as well, with almost 25 percent of funding directly progressing initiatives addressing poverty alleviation for families.
- Funding focused on the education sector and investments seeking to address systemic barriers in the employment sector aim to provide young people and community-based collaboratives with the resources and supports needed to design and deliver solutions strengthening the quality and responsiveness of systems so they work better for Black, Indigenous and newcomer youth.

## Local Poverty Reduction Fund

Launched in 2015, this six-year initiative supports local, community-driven projects that are delivering new approaches to addressing the root causes of poverty. The projects funded through the LPRF support the implementation and evaluation of poverty-reduction services, create partnerships so organizations across the province can work collaboratively in new ways, and build a body of evidence about what works (and what doesn't) to break the cycle of poverty for the people of Ontario.

In 2019–20, **65,094 people** across Ontario were reached by LPRF grants. Grantees have allocated **\$22,025,834 for jobs** to be created through the funding they have received.

A total of **119 grants** were awarded over the first three years — and the final reports submitted by 27 of the grantees show that a strong culture of evaluation is being established across the poverty-reduction field. The key findings in these reports (many of which pertain to unemployment and education) are helping refine common assessment tools and make programs more effective, identifying strengths and highlighting areas that could be more efficient to pave the way for ongoing success.

To date, a total of **337** partnerships have been established across all LPRF-supported projects. Grantees have reported leveraging **\$10,517,596** from these partnerships and other sources due to the programming they executed with the help of LPRF funding.

HOW WE'RE INVESTING IN ONTARIO

# Empowering young entrepreneurs

## Innovation Initiatives Ontario North

Youth unemployment is higher in Northern Ontario than the rest of the province. While entrepreneurship can help youth create their own economic opportunities, youth entrepreneurs often lack the skills or knowledge to find mentors, get strategic advice and access financial assistance. The Youth Entrepreneurship Placement Program (YEPP) launched by Innovation Initiatives Ontario North with OTF funding provides educational workshops and on-the-job, experiential training at local businesses to help rural youth develop an entrepreneurial mindset. Of the 182 youth who participated in YEPP, eight have already started their own businesses.

<b>Catchment:</b> Muskoka, Nipissing, Parry Sound & Timiskaming	<b>Action area:</b> Prosperous People	<b>Grant value:</b> \$200,000
<b>Community size:</b> Rural	<b>Investment stream:</b> Grow	<b>Grant term:</b> 24 months (2017–2019)
<b>Population served:</b> Early adults (ages 19–25)		

<b>total impact:</b> <b>182 people</b>	<b>8</b> <b>new businesses started by youth</b>
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# Preserving agricultural heritage

## Ontario Federation of Agriculture

The community of Peterborough County wanted to pay homage to its agricultural roots as part of its Canada 150 celebrations. With support from OTF, the Ontario Federation of Agriculture built a new facility on the grounds of the Lang Pioneer Village Museum: the Peterborough County Agricultural Heritage Building. The new barn provides a much-needed space for education, events and other services, including school-based arts, culture and heritage programs, allowing the museum to reach a wider audience at all times of the year.

<b>Catchment:</b> Durham, Haliburton, Kawartha & Pine Ridge	<b>Action area:</b> Inspired People	<b>Grant value:</b> \$150,000
<b>Community size:</b> Mid-sized	<b>Investment stream:</b> Capital	<b>Grant term:</b> 12 months (2016–2017)
<b>Population served:</b> General		

total impact:  
**58,000 people**

**11,500 sq. ft**  
of new or renovated space

# Review of Achievements

2019–2020

Our 2019–2020 business plan established three strategic goals and supporting objectives to guide our activities. Here is what we achieved last year.

## GOAL 1:

### Deliver grants that improve the lives of Ontarians

#### **Objective: Invest in a balanced portfolio of high-impact grants**

Guided by our investment strategy, we continue to deliver and refine a portfolio of grants with immediate, medium- and long-term impacts on Ontario’s economic resiliency and cultural vibrancy.

#### **Strengthening communities across Ontario**

Our grants represent direct investments by the Government of Ontario in community-based initiatives and organizations that reach and improve the lives of people throughout the province. Last year, we awarded more than \$115 million to 645 projects across our Seed, Grow, Capital and Youth Opportunities Fund (YOF) investment streams. These projects were selected from the 2,331 applications we received, which totalled more than \$614 million in grant requests. That means we were able to invest one dollar for every \$5.37 requested by applicants. In comparison, we invested one dollar for every four dollars requested in 2018–19 — a strong indicator of the growing demand for our support.

Total impact  
**5.76 million Ontarians**

**5.04 million sq. ft.**  
of new or improved community spaces

#### **For the development of children and youth**

We strive to reach all Ontarians with our grants, including underserved groups such as youth. Through the YOF program, we awarded \$13,223,100 to 43 projects that will help children, youth and their families overcome the systemic barriers that make it difficult for them to access the social and financial supports they need. These grants to grassroots groups and community-based organizations are expected to have an impact on 12,355 youth, parents, guardians and caregivers across the province.

## **Objective: Improve the applicant experience**

We continue to focus on providing excellent customer service to make it as easy as possible for communities to apply for and receive funding. That includes providing guidance and counselling to clarify expectations of eligibility and alignment with our investment streams so organizations can develop stronger applications; streamlining our registration and application processes; and improving outreach and service delivery to the traditionally underserved Franco-Ontarian, Indigenous and LGBT2Q+ communities.

## **Building the capacity of applicants and grantees**

We held 159 English and 40 French outreach/engagement sessions last year for Seed, Grow and Capital grant streams — in person at workshops held across the province as well as virtually — to guide organizations through the application process. We reached 3,586 prospective applicants, providing a comprehensive breakdown of our investment strategy to ensure projects aligned with our goals, sharing tips for writing successful applications and answering applicants' questions about our granting process. We also provided one-on-one telephone coaching to 2,661 prospective applicants (2,523 English, 138 French), a 56% increase from 2018–19.

*“The session was excellent. The exercise was useful, the material covered was relevant, and the presenter was knowledgeable and approachable.”*

~ OTF grant applicant

## **Supporting grassroots leaders to help Ontario's youth**

Our team helps YOF applicants and grantees throughout the application process and over the lifetime of their grants through personalized one-on-one support, group-based learning sessions, resource referrals and professional development opportunities. In doing so, we are helping build the capacity of grassroots leaders to better support the young people and families who are furthest from opportunity.

In 2019–20, we hosted 20 webinars on writing YOF grant applications and expressions of interest, which were attended by 135 people. We also visited 20 communities for in-person YOF workshops, including sessions in Eabamatoong First Nation, Sioux Lookout, Timmins and other Northern, remote and rural communities across Ontario. In addition, we conducted approximately 475 one-on-one sessions in person, by phone and online.

In our work with active YOF grantees, last year we held more than 270 one-on-one support sessions as well as nine capacity-building sessions, including two multi-day learning summits that helped more than 350 youth leaders. Approximately 500 grassroots leaders representing 70 different initiatives were also supported to participate in professional development activities.

## **New tools for a simpler applicant experience**

The new self-serve online booking system we launched last year lets applicants book coaching appointments with OTF program managers directly instead of having to call and make an appointment through support centre staff. This system has helped us shrink wait times for other callers in the phone queue and lets support centre staff spend more time helping callers with complex questions or concerns.

*“The program manager went above and beyond. She responded to questions immediately and her feedback was very helpful. This session helped build our confidence in completing the grant.”*

~ OTF grant applicant

We also developed a new reference manual that collects all the resources needed to apply for a grant in one place, saving applicants the time and effort of searching for the various resources across different sections of our website.

## **Providing exceptional customer service**

The combined customer satisfaction score across all of our investment streams was 84% last year, up slightly from 83% in 2018–19 and 80% the year before that. Each year, a random sample of applicants and grantees is asked to rank how satisfied they are with us on a scale from 1 (extremely dissatisfied) to 5 (extremely satisfied). The score represents the percentage of people who give us a rating of either 4 or 5.

**84%**  
customer  
satisfaction  
score

The launch of the online coaching booking tool was a major contributor to our increased score. Throughout 2019–20, our support centre handled 3,952 emails and 8,099 phone calls from applicants and grantees. We also had more than 250 opportunities to connect with community members and answer their questions about the YOF investment stream by phone, email and social media.

## **Objective: Ensure equitable, inclusive and accessible practices**

To deliver social and economic benefits to all Ontarians, our grants must be open to communities from every region and population group in the province. Last year, OTF staff and volunteers continued to receive training and education about Ontario’s many diverse communities so they can better deliver on our commitment to diversity, equity and inclusion. That learning focused on important observances, including Black History Month, Pride Month and National Indigenous Day. All of our staff attended learning events throughout the year, while our volunteers received several learning opportunities and resources.

We also used social media to expand our outreach, launching pilot campaigns targeted at underserved applicants (such as those from Franco-Ontarian or LGBT2Q+ organizations). These campaigns earned more than 200,000 impressions.

### **Objective: Review our investment strategy**

We continued the midpoint review of our 10-year investment strategy and completed an interim report of our findings in March 2020. Last year's work included a look at the latest research from the Canadian Index of Wellbeing and the Centre for Effective Philanthropy, collecting feedback from more than 50 staff and 1,000 grantees, and monitoring more than 2,000 funded projects across the province. A total of 32 active grantees also engaged in a pilot study to test out two new approaches for collecting data and measuring the impact of our investments.

When the review is finalized, it will lead to further enhancements to our customer service and grant-making processes, including how we measure and report on the impact of our investments. The findings will also help us build even stronger relationships with non-profit organizations.



HOW WE'RE INVESTING IN ONTARIO

# Financial literacy – and independence – for seniors

## L'Union culturelle des Franco-Ontariennes

Many senior Francophone women in rural Ontario lack access to French-language community services that would help them make responsible financial decisions. To improve the economic stability and resiliency of these women, l'Union culturelle des Franco-Ontariennes (UCF♀) received an OTF grant to develop a financial literacy skills program. Following a survey that was answered by 212 people, UCF♀ held 10 workshops across Eastern and Northern Ontario, providing 53 women aged 50+ with the knowledge and confidence needed to regain their personal economic power. Going forward, UCF♀ intends to apply for additional OTF funding to deliver more workshops to more women in Ontario.

<b>Catchment:</b> Champlain	<b>Action area:</b> Prosperous People	<b>Grant value:</b> \$74,900
<b>Community size:</b> Small	<b>Investment stream:</b> Seed	<b>Grant term:</b> 11 months (2017–2018)
<b>Population served:</b> Senior Francophone women		
<b>total impact:</b> <b>300 people</b>		<b>10</b> financial literacy workshops delivered

# A community rink delivers health benefits in the North

## Fort Albany First Nation

Only a quarter of James Bay Cree report getting enough daily exercise to stay healthy. A major reason is the lack of infrastructure for recreational sports and other physical activity, especially during the long, harsh winters of the James Bay coast. In Fort Albany, the local school's gymnasium is the only building that can offer such space, but the public has limited access to its facilities. With OTF funding, Fort Albany First Nation built an outdoor skating rink. Accessible to the entire community — for skates with friends and family as well as organized events such as hockey tournaments — this rink is creating healthier, happier Indigenous people in Ontario's North.

**Catchment:**

Algoma, Cochrane, Manitoulin & Sudbury

**Action area:**

Active People

**Grant value:**

\$149,800

**Community size:**

Rural

**Investment stream:**

Capital

**Grant term:**

12 months (2016–2017)

**Population served:**

Indigenous

total impact:  
**800 people**

**9,106 sq. ft**  
of new or renovated space

## GOAL 2:

# Support Ontario's non-profit sector to deliver greater impact

## Objective: Invest in strategic and collaborative partnerships to provide services and supports to the non-profit sector

In addition to providing grants, we invest in partnerships with organizations of all kinds to build the innovation capacity of Ontario's non-profit sector. In 2019-2020, we added 10 new collaborative partnerships to our roster for a total of 16 — with a broad range of foundations, private sector companies, networks, governments, Indigenous organizations, Francophone groups, academia, social purpose organizations and sector intermediaries. Among these new partnerships are:

**16**  
partnerships that  
strengthen Ontario's  
non-profit sector

- Scorecard, an online engagement and data-collection platform developed in partnership with Canadian Tire Jumpstart Charities and Maple Leaf Sports & Entertainment to track and measure our collective investments in physical activity. Its highly scalable framework can be used by organizations across the non-profit sector to better capture the outcomes of their programs and services, and to provide funders with more accurate evidence-based data to inform their investment decisions.
- The Scaling Impact initiative, a three-year program that connects and supports local funders and intermediaries so they can offer or scale up loans and equity financing to social enterprises and community-based organizations across Ontario. By mobilizing and leveraging revenue from across the non-profit sector, organizations will be able to access and use innovative social financing to boost their capacity. Partners include the Pillar Nonprofit Network (London), Social Venture Connexion (Toronto), the Centre for Social Innovation (Toronto) and the Upper Canada Equity Fund (Prince Edward County).

Five of these new partnerships will help advance the sector's ability to deliver more innovative programs and services to the people of Ontario, including current and prospective OTF grantees. The other five will help improve the sector's use of data to better demonstrate its impact.

In total, we invested \$1,127,400 last year in establishing these new partnerships. Our partners provided \$2,384,939 in monetary and in-kind contributions — meaning we leveraged \$2.11 for every dollar invested in these partnerships.

In total, our 16 partnerships are valued at more than \$4.6 million in monetary contributions and in-kind support, which includes information sharing and technical assistance with program evaluation and measurement. These partnerships comprise 48 unique partners in total, with some

of our current partners being the Ontario Nonprofit Network, Community Foundations Canada, l'Assemblée de la francophonie de l'Ontario, and the Circle on Philanthropy and Aboriginal Peoples in Canada.

**HOW WE'RE INVESTING IN ONTARIO**

## Championing healthy child development

### **Agincourt Community Services Association**

With a grant from OTF, the Agincourt Community Services Association is helping Toronto-area parents better support their children's development during the critical middle childhood years (ages 6 to 12). In partnership with Middle Childhood Matters Coalition Toronto, the ACSA offers a range of learning opportunities and resources, including "community conversation" events, webinars and peer-to-peer mentoring. These sessions are yielding immediate and long-lasting benefits, especially for low-income, newcomer and racialized parents and caregivers who now have the confidence and skills to improve their children's resiliency, self-awareness, self-esteem, critical thinking and communication abilities.

<b>Catchment:</b> Toronto	<b>Action area:</b> Promising Young People	<b>Grant value:</b> \$427,200
<b>Community size:</b> Urban	<b>Investment stream:</b> Grow	<b>Grant term:</b> 36 months (2016–2019)
<b>Population served:</b> Families with children aged 6–12		

**total impact:**  
**9,600 people**

# Giving northern youth access to arts and culture

## Township of Nipigon

Youth in Nipigon can now access extracurricular arts programs that used to be out of reach thanks to an OTF grant supporting the Superior North Youth Arts and Culture Strategy (SNYAC). As part of the SNYAC, the Township of Nipigon renovated three vacant downtown buildings to provide an accessible, common space for youth arts and culture programs and events. Having a local space for the arts means young people no longer have to travel 100 kilometres to Thunder Bay for such programming — a trip that simply wasn't feasible for most. Through this space, more youth will be encouraged to get engaged in their community so they can become tomorrow's leaders, volunteers and entrepreneurs.

<b>Catchment:</b> Northwestern	<b>Action area:</b> Inspired People	<b>Grant value:</b> \$850,000
<b>Community size:</b> Rural	<b>Investment stream:</b> Capital	<b>Grant term:</b> 6 months (2018–2019)
<b>Population served:</b> Youth (ages 12–25)		

total impact:  
**500 people**

**1,400 sq. ft**  
of new or renovated space

### **GOAL 3:**

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

## **Objective: Continue to deliver value for money and accountability in the use of public funds**

Efficient, effective systems and smart budgetary management help us ensure more public funds are spent on community-based programs rather than on our own administration. In 2019–20, our administrative expenditures equalled less than 1.95% of our total revenue.

### **More agile systems**

As one of several efficiency initiatives last year, we transitioned to a new online financial system (including paperless processing) that enables more streamlined reporting and decision-making — and made it possible for us to conduct our year-end audit remotely during the COVID-19 pandemic.

We also started moving toward an agile methodology for the continuous improvement of our grant management system. This approach enables more effective team collaboration during complex projects, allowing us to deliver more value to applicants, grantees, volunteers and staff faster and more frequently through iterative system design and development. We can now adapt more nimbly to changing requirements and business needs instead of taking months to implement system updates and usability enhancements. We used this agile approach when designing our new Resilient Communities Fund. The lessons learned from that project will help improve how we apply the methodology going forward.

### **Toward a data-driven culture**

The modernized business intelligence infrastructure we began implementing in 2019–20 will strengthen our ability to capture, integrate and analyze data from multiple sources, including granting software, customer satisfaction and impact measurement data. This will allow our staff and volunteers to make faster, better informed decisions by ensuring all of our teams have easy access to the most up-to-date and relevant data. The new infrastructure will also enable more sophisticated data visualizations, including enhancements to each department's self-serve dashboards.

### **Transparency in everything we do**

As part of our commitment to provide open, secure access to our grant-making data in line with Ontario's Open Government directive and relevant accessibility and privacy legislation, we reviewed all of our datasets currently published in the province's Open Data portal. The findings will be used to make our data more externally accessible and functional for research and knowledge-sharing initiatives.

## **Maintaining business continuity during a pandemic**

We put in place a “cloud-first” strategy in 2015, migrating many of our major business systems (including email, file storage, grant management and business intelligence) to the cloud. These investments made it possible for our staff and volunteers to work remotely very effectively — capabilities that proved useful during the COVID-19 pandemic. Our adoption of the cloud, combined with our new financial system, risk management framework and an increased focus on business continuity planning, ensured all of our teams were able to function fully during the pandemic. Even as communities were locked down, the delivery of our services was not interrupted — ensuring investments continued to be made and Ontarians continued to benefit from them.

## **Objective: Manage risk and ensure accountability in our granting processes**

### **Tracking impact and supporting grantee success**

Every year, we complete an internal audit to make sure grantees are adhering to their contracts as well as our policies, requirements and standards. Last year’s results found a 92% compliance rate for our community investment grantees, up from 86% in 2018–19.

**92%**  
grantee  
compliance rate

One reason for this high level of compliance is our fair, consistent and transparent processes. We ensure our evaluation criteria are available to all prospective applicants. Our staff also connect with successful applicants as soon as funding has been awarded to make sure everybody involved has a solid understanding of the grant contract, its processes and our expectations.

### **The critical role of our volunteers**

In 2019–20, we streamlined the onboarding and training of new volunteers to better prepare them for their role of assessing grant applications and recommending high-potential projects for Board approval. The revised training takes place through a series of short, focused sessions that incorporate best practices in adult learning and neuroscience.

**220**  
volunteers across 16  
grant review teams

Volunteers are key to our work: we rely on more than 220 to participate on our 16 grant review teams across the province. These volunteers bring diverse perspectives and local knowledge to grant application assessments and our final funding recommendations, so decisions are always made with the needs of Ontario’s communities in mind.

## **Objective: Measure our impact**

In 2015, we introduced an outcomes-based investment strategy along with a lean process for measuring the impact of our community investments. We are now reviewing opportunities to adopt more user-driven, digital-first solutions that will help us continue to break new ground as an outcomes-based funder. By continuously refining our measurement approaches, we can help Ontario's non-profit sector use data in smarter, more effective ways while reporting more accurately on the impact our investments are having in communities across the province.

We are also streamlining how we collect data from both external sources (grantees) and internal sources (business intelligence data). This will drive efficiencies in the ways grantees report on their impact and support greater evidence-based decision-making in all aspects of our work.

## **Objective: Keep Ontarians informed about the impact of public funds invested in their communities**

Grantee recognition events help Ontarians learn about the government's commitment to supporting their communities — and the social and economic impact of our grants. Last year, we supported 434 local recognition events, more than 300 of which were attended by Members of Provincial Parliament (MPPs). As well, we held a breakfast at Queen's Park on March 12, 2020, providing MPPs and the Honourable Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries, with an update on our programs and activities.

**434**  
local grantee  
recognition events



**HOW WE'RE INVESTING IN ONTARIO**

**Safeguarding species and tourism on the Bruce Peninsula**

**Bruce Peninsula Biosphere Association**

The Bruce Peninsula Biosphere Association (BPBA) is using an OTF grant to develop and promote agricultural stewardship best practices that will reduce pollution and protect rare plant and animal species in two sub-watersheds of Lake Huron and Georgian Bay. When phosphorous and nitrate-enriched soil from farmland enters watercourses, it promotes the growth of harmful algae that damages aquatic habitats. Working with local farming and academic communities, the BPBA collected data on agricultural fields and streams and shared practices for preventing soil erosion. By raising the awareness of agriculture stewardship, the BPBA is not just protecting local sub-watersheds but also the tourism business they attract.

<b>Catchment:</b> Grey, Bruce, Huron & Perth	<b>Action area:</b> Green People	<b>Grant value:</b> \$241,500
<b>Community size:</b> Rural	<b>Investment stream:</b> Grow	<b>Grant term:</b> 33 months (2016–2019)
<b>Population served:</b> General		

**total impact:**  
**10,000 people**  
(and countless aquatic species)

# Risk Events and Key Performance Indicators

## Risk events

We did not experience any risk events or other significant factors that affected our results in 2019–20. Our risk-management processes include:

- A formal and structured approach to risk management
- Quarterly reviews of threats that could affect the successful outcomes of our grants
- Implementation of several mitigation activities to reduce identified risks
- Consideration of all business risks in our analysis and mitigation plans

## Key performance indicators

We measure and track the overall performance of the Foundation through a series of key performance indicators:

Goal	Metric*	Status	2019–20 Annual Target	2019–20 Year-End Update
<b>Goal 1: Deliver grants that improve the lives of Ontarians</b>	Invest 100% of the annual grant allocation into communities	<input checked="" type="checkbox"/>	100%	100%
	# of Ontarians projected to benefit from OTF grants	<input checked="" type="checkbox"/>	3,000,000	4,012,008
<b>Goal 2: Support Ontario's not-profit sector to deliver greater impact</b>	% of grantees delivering projected results	<input checked="" type="checkbox"/>	80%	89%
	% of partnership investment beneficiaries who report OTF as having a positive impact on their field	<input checked="" type="checkbox"/>	72%	95%
<b>Goal 3: Be a high-value partner in the delivery of public funds</b>	Operating expenses do not exceed Board-approved targets	<input checked="" type="checkbox"/>	≤100%	\$18,051,907

\* Metrics come from a variety of sources including, but not limited to, the Investment Summary Report, grantee final reports, satisfaction surveys and financial reporting.

# Grant Summary

2019–2020

## Grants approved – Action areas

Action Area	Amount Invested	Number of Grants
Active People	\$17,887,300	128
Connected People	\$14,866,600	108
Green People	\$10,735,300	55
Inspired People	\$15,609,400	118
Promising Young People	\$24,504,400	99
Youth Opportunities Fund	\$13,223,100	43
Prosperous People	\$18,198,800	94
<b>Total</b>	<b>\$115,024,900</b>	<b>645</b>

## Grants approved – Investment streams

Investment Stream	Amount Invested	Number of Grants
Capital	\$22,609,200	237
Seed	\$11,458,100	194
Grow	\$67,734,500	171
Youth Opportunities Fund	\$13,223,100	43
<b>Total</b>	<b>\$115,024,900</b>	<b>645</b>

## Grants approved – Youth Opportunities Fund

Investment Stream	Amount Invested	Number of Grants
Youth Innovation	\$6,316,900	23
System Innovation	\$3,555,200	5
Family Innovation	\$3,351,000	15
<b>Total</b>	<b>\$13,223,100</b>	<b>43</b>

## Grant Summary by Catchment Area\*

Community Investments	Amount Approved	Grants
Algoma, Cochrane, Manitoulin & Sudbury	\$4,244,600	24
Champlain	\$9,311,400	53
Durham, Haliburton, Kawartha & Pine Ridge	\$7,819,200	44
Essex, Kent, Lambton	\$4,606,900	25
Grand River	\$2,445,300	13
Grey, Bruce, Huron & Perth	\$2,501,600	23
Halton Peel	\$12,849,400	67
Hamilton	\$3,758,600	25
Muskoka, Nipissing, Parry Sound & Timiskaming	\$2,258,000	18
Niagara	\$3,104,800	24
Northwestern	\$2,176,400	17
Quinte, Kingston, Rideau	\$4,347,900	27
Simcoe York	\$12,032,600	71
Thames Valley	\$5,201,200	32
Toronto	\$18,490,500	102
Waterloo, Wellington & Dufferin	\$6,653,400	37
<b>Total Grants Approved</b>	<b>\$101,801,800</b>	<b>602</b>

\* Includes only the Capital, Seed and Grow community investment streams.

## Organizations supported – by catchment area

### Algoma, Cochrane, Manitoulin & Sudbury

#### Investment Highlights:

**31.9% Francophones | 40% Rural**

Organization Name	Amount Awarded	Term
4elements Living Arts	\$53,500	12 mos
Anti-Hunger Coalition Timmins	\$377,500	36 mos
Cochrane District Social Planning Council as a lead organization on this collaborative	\$74,400	12 mos
Cochrane District Social Planning Council as a lead organization on this collaborative	\$66,700	9 mos
Coniston Curling Club	\$150,000	12 mos
Copper Cliff Curling Club	\$109,500	12 mos
Ecotrust Canada as a lead organization on this collaborative	\$143,600	12 mos
Hearst Kapuskasing Smooth Rock Falls Counselling Services	\$363,100	36 mos
Iroquois Falls Access Transit / Transport adapté	\$60,000	12 mos
La Galerie du Nouvel-Ontario, Centre d'artistes	\$150,000	12 mos
Lake Superior Watershed Conservancy (Rescinded by grantee)	\$395,000	24 mos
La Société Économique de l'Ontario as a lead organization on this collaborative	\$427,300	36 mos
LE CLUB DE LA BONNE HUMEUR D'OPASATIKA	\$150,000	12 mos
Municipalité de Mattice - Val Côté	\$62,500	12 mos
Municipality of Killarney	\$36,000	12 mos
Municipality of Markstay-Warren	\$150,000	12 mos
North Bay & District Multicultural Centre	\$282,300	36 mos
reThink Green	\$75,000	12 mos
Sault Ste. Marie YMCA	\$150,000	6 mos
Sudbury Better Beginnings Educational Fund	\$616,400	36 mos
Sudbury Shared Harvest	\$56,900	12 mos
The Corporation of the Town of Hearst	\$148,800	8 mos
The Environmental Network Collingwood Inc. as a lead organization on this collaborative	\$74,400	10 mos
Water First	\$71,700	12 mos
<b>Number of Grants</b>	<b>24</b>	
<b>Sub-Total</b>	<b>\$4,244,600</b>	

## Champlain

### Investment Highlights:

**8.8% Indigenous | 31.4% Children up to 12**

Organization Name	Amount Awarded	Term
Andy Andras Housing Co-op for Seniors Inc.	\$91,000	10 mos
Association des communautés francophones d'Ottawa	\$16,600	9 mos
Association pour l'intégration sociale d'Ottawa	\$74,800	12 mos
Autism Society Ontario as a lead organization on this collaborative	\$70,000	12 mos
Big Brothers Big Sisters Ottawa	\$587,200	36 mos
Biodiversity Conservancy International	\$295,000	36 mos
Bruyere Research Institute	\$74,900	12 mos
Centre d'éducation financière EBO (ENTRAIDE BUDGÉTAIRE OTTAWA)	\$74,600	12 mos
Centre Pauline-Charron	\$52,800	12 mos
Christie Lake Kids	\$349,400	36 mos
Citizen Advocacy of Ottawa	\$75,000	12 mos
Club de gymnastique les Sittelles	\$16,500	12 mos
Community Resource Centre (Killaloe) Inc.	\$622,500	36 mos
Eastern Ontario Training Board	\$379,200	36 mos
Family Services Ottawa	\$479,600	36 mos
Glengarry Curling Club	\$150,000	3 mos
Hockey 4 Youth	\$27,500	7 mos
Inuuqatigiit Centre For Inuit Children, Youth and Families	\$75,000	12 mos
Inuuqatigiit Centre For Inuit Children, Youth and Families	\$743,200	36 mos
Montfort Renaissance Inc.	\$150,000	12 mos
Municipality of South Dundas	\$150,000	12 mos
Museoparc Vanier Museopark	\$150,000	12 mos
Operation Come Home	\$74,500	12 mos
OTTAWA COMMUNITY IMMIGRANT SERVICES ORG	\$265,700	36 mos
Ottawa Community Loan Fund	\$74,200	12 mos
Ottawa Community Loan Fund as a lead organization on this collaborative	\$241,000	36 mos
Ottawa Food Bank	\$49,400	12 mos
Ottawa River Canoe Club as a lead organization on this collaborative	\$125,200	24 mos
Ottawa Riverkeeper/Garde-rivière des Outaouais	\$67,700	12 mos
Ottawa Sport Council	\$63,500	12 mos
Ottawa Sport Council	\$286,700	36 mos
Ottawa Valley Creative Arts Open Studio as a lead organization on this collaborative	\$378,000	36 mos
Pembroke Curling Centre	\$149,400	12 mos
RA Centre	\$47,400	12 mos
Rendez-vous des aînés francophones d'Ottawa	\$35,000	12 mos
Shaw Woods Outdoor Education Centre Inc. as a lead organization on this collaborative	\$75,000	12 mos

Social Development Council of Cornwall and Area as a lead organization on this collaborative	\$67,400	12 mos
Social Planning Council of Ottawa as a lead organization on this collaborative	\$74,900	12 mos
Society for Social Ingenuity	\$74,100	11 mos
Soloway Jewish Community Centre as a lead organization on this collaborative	\$127,200	6 mos
Somerset West Community Health Centre	\$37,700	6 mos
Sonshine Community Ministries (Ottawa)	\$44,400	5 mos
St. Lawrence River Institute of Environmental Sciences	\$41,000	12 mos
Streetlight Theatre Company	\$108,000	12 mos
Tara Luz Danse	\$253,800	33 mos
The Elizabeth Fry Society of Ottawa	\$66,700	12 mos
The Elizabeth Fry Society of Ottawa	\$321,600	36 mos
The Ottawa Mission	\$417,200	36 mos
Township of Killaloe, Hagarty and Richards	\$150,000	12 mos
Township of North Glengarry as a lead organization on this collaborative	\$32,400	4 mos
United Way East Ontario / Centraide Est De L'Ontario	\$676,700	36 mos
Water Rangers	\$75,000	10 mos
Western Ottawa Community Resource Centre	\$105,800	12 mos
<b>Number of Grants</b>	<b>53</b>	
<b>Sub-Total</b>	<b>\$9,311,400</b>	

## Durham, Haliburton, Kawartha & Pine Ridge

### Investment Highlights:

**21% People with disabilities | 9.7% Seniors**

Organization Name	Amount Awarded	Term
Alzheimer Society PKLNH	\$552,000	36 mos
Autism Home Base Durham Inc.	\$46,000	12 mos
Bawaajigewin Aboriginal Community Circle	\$75,000	12 mos
Bedford House	\$50,200	6 mos
Bethany Athletic Society	\$89,400	12 mos
Camp Kawartha Inc.	\$749,800	36 mos
Canadian Automotive Museum	\$49,000	3 mos
Capitol Theatre Heritage Foundation	\$59,500	12 mos
Cartwright Sports and Recreation Inc as a lead organization on this collaborative	\$150,000	7 mos
Castleton Sports Club	\$140,500	12 mos
CCRC	\$75,000	12 mos
Central Food Network	\$11,300	11 mos
Community Care Health and Care Network	\$143,700	12 mos
Community Living Ajax Pickering and Whitby	\$314,700	36 mos
Critical Mass: A Centre for Contemporary Art	\$73,900	12 mos

Girls Inc. of Durham	\$195,200	36 mos
Habitat for Humanity Peterborough & Kawartha Region	\$64,300	7 mos
Haliburton Highlands Land Trust	\$71,100	12 mos
John Howard Society Peterborough	\$56,900	12 mos
Junior Achievement Peterborough Lakeland Muskoka	\$75,000	12 mos
Kawartha Works Community Cooperative Inc.	\$143,700	12 mos
Kawartha World Issues Centre	\$81,800	12 mos
Lake Ridge Community Support Services	\$549,400	36 mos
LEAF	\$304,500	36 mos
Monmouth Township Non-Profit Housing Corporation	\$34,000	10 mos
Municipality of Brighton	\$125,000	12 mos
Municipality of Dysart et al	\$53,500	12 mos
Ontario Turtle Conservation Centre	\$143,500	12 mos
Peterborough Rowing Club	\$341,800	36 mos
Pickering FC Inc.	\$72,000	12 mos
Rebound Child & Youth Services Northumberland as a lead organization on this collaborative	\$309,600	36 mos
Simcoe Hall Settlement House	\$125,600	12 mos
Supportive Initiative for Residents in the County of Haliburton	\$47,000	12 mos
Supportive Initiative for Residents in the County of Haliburton	\$734,300	36 mos
The Hammer Band-From Violence to Violins	\$190,100	36 mos
The KYO	\$657,600	36 mos
The Ontario Federation of Anglers and Hunters	\$287,400	36 mos
Township of Douro-Dummer	\$76,900	12 mos
Township of Minden Hills	\$150,000	12 mos
Trent Centre for Community-Based Education Inc. as a lead organization on this collaborative	\$74,600	12 mos
Trent Valley Archives	\$15,700	12 mos
Uxbridge-Scott Historical Society as a lead organization on this collaborative	\$64,900	12 mos
WindReach Farm	\$118,800	12 mos
YES Shelter for Youth and Families as a lead organization on this collaborative	\$75,000	12 mos
<b>Number of Grants</b>	<b>44</b>	
<b>Sub-Total</b>	<b>\$7,819,200</b>	



## Essex, Kent, Lambton

### Investment Highlights:

**15.5% LBTTQ+ | 60.9% Youth**

Organization Name	Amount Awarded	Term
Big Brothers Big Sisters of Windsor Essex as a lead organization on this collaborative	\$709,200	36 mos
Bike Windsor Essex	\$75,000	12 mos
Bird Studies Canada	\$39,100	12 mos
Boys and Girls Club of Sarnia-Lambton	\$8,700	1 mo
Canadian Network for Arts and Learning Foundation as a lead organization on this collaborative	\$61,000	12 mos
Centre communautaire francophone Windsor-Essex-Kent Inc	\$126,600	12 mos
Junior Achievement of South Western Ontario Inc.	\$154,100	36 mos
Kiwanis Club of Forest	\$45,000	12 mos
Life After Fifty	\$75,000	12 mos
Life After Fifty	\$57,900	8 mos
Maidstone & Area Historical Society	\$120,100	12 mos
Multicultural Council of Windsor & Essex County	\$62,500	12 mos
Multicultural Council of Windsor & Essex County	\$149,900	12 mos
Pathways Health Centre for Children	\$148,500	12 mos
Restorative Justice Chatham-Kent	\$239,300	36 mos
Royal Canadian Legion Branch 338	\$110,800	12 mos
Sandwich Teen Action Group	\$157,400	36 mos
The Bridge Leamington Youth Resource Centre as a lead organization on this collaborative	\$746,500	36 mos
The Lions Club of Petrolia	\$50,200	10 mos
United Way/Centraide Windsor-Essex County	\$40,600	7 mos
Windsor Pride Community as a lead organization on this collaborative	\$714,800	36 mos
Windsor Symphony Society	\$213,900	24 mos
Windsor-Essex Children's Aid Society as a lead organization on this collaborative	\$75,000	12 mos
WorkInCulture	\$275,800	36 mos
YMCA of Southwestern Ontario	\$150,000	6 mos
<b>Number of Grants</b>	<b>25</b>	
<b>Sub-Total</b>	<b>\$4,606,900</b>	

## Grand River

### Investment Highlights:

**17.1% Indigenous | 41.1% People with disabilities**

Organization Name	Amount Awarded	Term
Community Living Brant	\$568,400	36 mos
Crossing All Bridges Learning Centre	\$135,100	12 mos
Dalhousie Place	\$38,200	12 mos
Family Counselling Centre of Brant	\$74,500	12 mos
Friendship House of Brant Inc.	\$64,300	12 mos
Lansdowne Children's Centre	\$227,700	36 mos
Lighthouse Festival Theatre	\$249,600	36 mos
Long Point Basin Land Trust	\$318,700	36 mos
Mohawk Village Memorial Park	\$149,700	3 mos
Port Dover Board of Trade	\$59,000	12 mos
Six Nations of the Grand River	\$150,000	6 mos
Six Nations Polytechnic	\$119,500	5 mos
The Gathering Food Centre	\$290,600	36 mos
<b>Number of Grants</b>	<b>13</b>	
<b>Sub-Total</b>	<b>\$2,445,300</b>	

## Grey, Bruce, Huron & Perth

### Investment Highlights:

**89.5% Rural communities | 10.3% Seniors**

Organization Name	Amount Awarded	Term
Bird Ecology and Conservation Ontario	\$62,500	12 mos
Bruce County Genealogical Society as a lead organization on this collaborative	\$10,900	3 mos
Bruce Peninsula Bird Observatory	\$13,600	12 mos
El Sistema Grey Bruce (The Big Sound) as a lead organization on this collaborative	\$36,700	10 mos
Elephant Thoughts Educational Outreach	\$89,500	12 mos
Elephant Thoughts Educational Outreach	\$399,800	36 mos
Gallery Stratford	\$45,000	12 mos
Gallery Stratford	\$150,000	12 mos
Junior Achievement of South Western Ontario Inc.	\$35,000	12 mos
Lake Huron Centre for Coastal Conservation (Coastal Centre)	\$205,000	33 mos
Lions Club of Atwood	\$50,000	2 mos
MacKay Centre for Seniors	\$27,500	10 mos

Marsh Street Centre	\$55,000	3 mos
Municipality of Brockton	\$88,000	6 mos
Municipality of South Bruce	\$75,000	12 mos
Nature Conservancy of Canada	\$727,000	36 mos
Off the Wall Stratford Artists Alliance	\$21,300	12 mos
ONE CARE Home & Community Support Services	\$130,000	12 mos
St. Joseph's Kingsbridge Community (SJKC)	\$99,200	12 mos
Stratford Arts Foundation as a lead organization on this collaborative	\$30,800	10 mos
The Corporation of the Municipality of Arran-Elderslie	\$83,500	12 mos
Township of Ashfield-Colborne-Wawanosh	\$50,000	11 mos
Township of Perth East	\$16,300	10 mos
<b>Number of Grants</b>	<b>23</b>	
<b>Sub-Total</b>	<b>\$2,501,600</b>	

## Halton Peel

### Investment Highlights:

**11.9% Francophones | 27.7% Diverse cultural communities**

Organization Name	Amount Awarded	Term
Acclaim Health	\$343,800	36 mos
Albion & Bolton Agricultural Society	\$150,000	12 mos
Art Gallery of Burlington	\$25,700	2 mos
Association francophone à l'éducation des services à l'enfance de l'Ontario	\$518,800	36 mos
Big Brothers Big Sisters of Halton and Hamilton	\$196,300	36 mos
Big Brothers Big Sisters of Halton and Hamilton as a lead organization on this collaborative	\$25,500	11 mos
Big Brothers Big Sisters of Peel Inc.	\$368,000	36 mos
Burlington Curling Club	\$67,900	12 mos
Burlington Tennis Club	\$137,400	12 mos
Canadian Mental Health Association/Peel Branch	\$5,200	6 mos
CEREFAC	\$289,900	36 mos
Child Development Resource Connection Peel as a lead organization on this collaborative	\$743,300	36 mos
Community Living Burlington	\$150,000	12 mos
Community Living Mississauga	\$40,800	12 mos
Community Living North Halton	\$24,900	11 mos
CONNECTURE	\$645,000	36 mos
Country Heritage Park	\$105,200	8 mos
Don Rowing Club of Mississauga	\$127,300	12 mos
Education Arts Canada as a lead organization on this collaborative	\$749,600	36 mos
Elizabeth Fry Society of Peel-Halton	\$75,000	12 mos
Elizabeth Fry Society of Peel-Halton	\$270,700	36 mos

Epilepsy South Central Ontario	\$491,700	36 mos
Family Services of Peel	\$75,000	12 mos
Food for Life	\$75,000	12 mos
Food for Life	\$28,900	6 mos
Grace Place as a lead organization on this collaborative	\$150,000	12 mos
Halton Environmental Network	\$74,000	6 mos
Hispanic Canadian Arts and Cultural Association	\$44,900	10 mos
Home Suite Hope	\$314,900	36 mos
Hope 24/7	\$750,000	36 mos
JET Mentors Youth & Community Services	\$39,400	12 mos
LGBT Youth Line	\$603,200	36 mos
Luso Canadian Charitable Society (LUSO)	\$25,000	12 mos
MIAG Centre for Diverse Women & Families as a lead organization on this collaborative	\$322,200	36 mos
Milton Lawn Bowling Club	\$33,900	8 mos
Mississauga Arts Council as a lead organization on this collaborative	\$41,900	12 mos
Mississauga Canoe Club	\$150,000	12 mos
Mississauga Sports Council	\$49,900	12 mos
Mohawk Park Tennis Club	\$499,000	36 mos
MonstrARTity as a lead organization on this collaborative	\$447,800	36 mos
Nelson Youth Centres	\$50,000	12 mos
Oakville Meals on Wheels	\$8,700	3 mos
Ontario Para Network	\$69,900	12 mos
Ontario Tennis Association	\$75,000	12 mos
Our Place Peel	\$288,100	24 mos
Peel Adult Learning Centre	\$372,000	24 mos
Peel Children's Aid Foundation	\$100,000	10 mos
Peel Children's Aid Foundation	\$177,000	24 mos
Port Credit Paddling Club	\$147,000	12 mos
Regeneration Outreach Community	\$53,200	12 mos
SADDEC - ECED	\$75,000	12 mos
SAWITRI Theatre Group	\$62,100	12 mos
Services and Housing In the Province (SHIP) formerly Supportive Housing In Peel	\$75,000	12 mos
Sikhs Serving Canada Association	\$57,200	12 mos
South Asian Canadians Health & Social Services- SACHSS	\$15,000	12 mos
St. Christophers Church	\$83,800	12 mos
St. Christophers Church	\$203,300	36 mos
St. Paul's United Church - Milton	\$148,400	12 mos
The Children's Aid Society of the Regional Municipality of Halton as a lead organization on this collaborative	\$75,000	12 mos
The Concerned Kids Charity of Toronto	\$74,800	12 mos
The Festival of Literary Diversity (the FOLD)	\$189,000	36 mos
The International Soccer Club	\$57,900	12 mos
The Oakville Arts Council	\$29,600	6 mos

The Riverwood Conservancy	\$213,800	36 mos
United Way Halton & Hamilton as a lead organization on this collaborative	\$750,000	36 mos
Volunteer MBC	\$44,900	11 mos
YMCA of Oakville	\$76,700	3 mos
<b>Number of Grants</b>	<b>67</b>	
<b>Sub-Total</b>	<b>\$12,849,400</b>	

## Hamilton

### Investment Highlights:

**24.6% Children up to 12 years | 36.6% Children and youth**

Organization Name	Amount Awarded	Term
91st Highlanders Athletics Association	\$100,200	10 mos
BANYAN	\$184,500	36 mos
Bay Area Restoration Council	\$25,000	12 mos
Cancer Assistance Program	\$73,600	12 mos
Centre[3] for Print and Media Arts as a lead organization on this collaborative	\$75,000	12 mos
COMPASS COMMUNITY HEALTH	\$207,100	36 mos
Culture for Kids in the Arts	\$138,900	12 mos
Dundas Valley School of Art	\$31,100	4 mos
Factory Media Centre	\$150,000	9 mos
Food for Life	\$662,600	36 mos
Food4Kids Hamilton Halton	\$137,400	24 mos
Green Venture	\$20,300	12 mos
Green Venture	\$276,700	31 mos
Halam Park Housing Co-operative Inc.	\$111,500	3 mos
Hamilton Music Collective	\$393,300	36 mos
IEC of Hamilton as a lead organization on this collaborative	\$74,500	12 mos
Learning Disabilities Association of Halton-Hamilton	\$194,000	36 mos
Mission Services Hamilton Inc.	\$103,900	3 mos
New Hope Community Bikes	\$15,500	4 mos
OJEN/ROEJ	\$37,400	12 mos
Organic Council of Ontario	\$74,200	12 mos
Royal Botanical Gardens	\$303,200	36 mos
Skills for Change	\$253,600	36 mos
Theatre Aquarius	\$40,100	5 mos
YMCA Hamilton/Burlington/Brantford	\$75,000	12 mos
<b>Number of Grants</b>	<b>25</b>	
<b>Sub-Total</b>	<b>\$3,758,600</b>	

## Muskoka, Nipissing, Parry Sound & Timiskaming

### Investment Highlights:

**31.9% People with disabilities | 56.1% Children and youth**

Organization Name	Amount Awarded	Term
Camp Ooch & Camp Trillium	\$148,200	12 mos
City of Temiskaming Shores	\$150,000	12 mos
Georgian Bay Land Trust	\$349,900	36 mos
Huntsville Curling Club	\$150,000	12 mos
LERN	\$225,700	36 mos
Museum on Tower Hill	\$18,400	12 mos
Muskoka Family Focus and Children's Place	\$173,400	36 mos
Near North Enviro-Education Centre as a lead organization on this collaborative	\$42,200	12 mos
Near North Mobile Media Lab as a lead organization on this collaborative	\$150,000	12 mos
Near North Palliative Care Network (Nipissing-Parry Sound)	\$69,400	12 mos
Near North Palliative Care Network (Nipissing-Parry Sound)	\$6,000	12 mos
Northwatch	\$74,000	12 mos
Ontario Nature	\$46,500	12 mos
Ryde Community Co-operative Inc.	\$92,600	12 mos
Temagami First Nation	\$69,200	6 mos
The Canadian National Institute for the Blind	\$299,400	36 mos
The Municipality of Whitestone	\$150,000	12 mos
Town of Parry Sound as a lead organization on this collaborative	\$43,100	12 mos
<b>Number of Grants</b>	<b>18</b>	
<b>Sub-Total</b>	<b>\$2,258,000</b>	

## Niagara

### Investment Highlights:

**28.6% People with disabilities | 7.2% Women**

Organization Name	Amount Awarded	Term
Beachcombers' Senior Citizens Association	\$47,500	12 mos
Carousel Players	\$37,700	11 mos
Community Living St. Catharines	\$49,100	3 mos
Community Support Services of Niagara as a lead organization on this collaborative	\$75,000	12 mos
Crime Stoppers of Niagara	\$52,500	12 mos
Food4Kids Niagara	\$140,100	24 mos
FORT	\$52,600	12 mos
Niagara Falls Art Gallery/Niagara Children's Museum	\$99,000	10 mos
ParaSport Ontario	\$694,500	36 mos
Pathstone Mental Health	\$26,100	1 mo
Positive Living Niagara	\$209,800	36 mos
Quest Community Health Centre	\$75,000	12 mos
Shaw Festival	\$150,000	12 mos
SOFIFRAN (Solidarité des femmes et familles interconnectées francophones du Niagara)	\$75,000	12 mos
South Niagara Canoe Club	\$224,700	36 mos
Start Me Up Niagara	\$449,500	36 mos
The Hope Centre	\$89,700	6 mos
The Niagara Pumphouse Arts Centre as a lead organization on this collaborative	\$143,500	12 mos
Welland Curling Club	\$42,700	9 mos
Welland Heritage Council and Multicultural Centre	\$63,500	12 mos
Welland Heritage Council and Multicultural Centre	\$101,600	12 mos
Welland Tennis Club	\$66,100	3 mos
YMCA of Niagara	\$43,900	12 mos
YMCA of Niagara	\$95,700	12 mos
<b>Number of Grants</b>	<b>24</b>	
<b>Sub-Total</b>	<b>\$3,104,800</b>	

## Northwestern

### Investment Highlights:

**43.9% Indigenous | 30.8% Youth**

Organization Name	Amount Awarded	Term
Beaten Path Nordic Trails	\$25,000	12 mos
Community Arts & Heritage Education Project (CAHEP)	\$155,100	36 mos
Eabametoong First Nation	\$150,000	6 mos
Hospice Northwest	\$74,800	12 mos
IISD Experimental Lakes Area as a lead organization on this collaborative	\$50,200	6 mos
Kenora Chiefs Advisory Inc.	\$124,100	12 mos
Kenora Chiefs Advisory Inc.	\$424,600	36 mos
Kenora Curling Club	\$120,000	10 mos
Local Services Board of Redditt	\$150,000	12 mos
Local Services Board of Wabigoon	\$23,400	4 mos
Northwestern Ontario Innovation Centre	\$65,800	12 mos
Our Klds Count of Thunder Bay, Inc as a lead organization on this collaborative	\$369,100	36 mos
Red Rock Indian Band	\$132,000	12 mos
The Township of Ear Falls	\$137,900	12 mos
Township of Nipigon	\$71,500	12 mos
Township of Nipigon	\$48,600	3 mos
Township of Schreiber	\$54,300	12 mos
<b>Number of Grants</b>	<b>17</b>	
<b>Sub-Total</b>	<b>\$2,176,400</b>	



## Quinte, Kingston, Rideau

### Investment Highlights: 61.7% Rural | 9.7% Women

Organization Name	Amount Awarded	Term
Augusta Township as a lead organization on this collaborative	\$20,200	12 mos
Belleville and Quinte West Community Health Centre	\$75,000	12 mos
Big Brothers Big Sisters of Kingston, Frontenac, Lennox & Addington	\$12,600	12 mos
Brockville Rowing Club Inc.	\$145,000	6 mos
Canadian Wildlife Federation	\$607,400	36 mos
Central Frontenac Township	\$83,800	2 mos
Community Development Council of Quinte as a lead organization on this collaborative	\$62,700	12 mos
Gananoque Curling Club	\$149,500	12 mos
Invasive Species Centre	\$258,500	24 mos
Kingston Home Base Non-profit Housing Inc.	\$150,000	12 mos
Kingston Rowing Club / Aviron Kingston	\$126,500	12 mos
Loving Spoonful as a lead organization on this collaborative	\$750,000	36 mos
Marmora and Area Curling Club	\$149,000	5 mos
Middleville & District Museum	\$24,900	12 mos
Modern Fuel Artist Run Centre	\$14,900	12 mos
Municipality of Tweed	\$84,400	4 mos
Plenty Canada	\$113,000	12 mos
Prince Edward Curling Club	\$81,000	5 mos
R.K.Y. Camp	\$146,800	9 mos
Red Dress Productions	\$422,600	36 mos
Southern Frontenac Community Services Corporation	\$46,400	12 mos
Stone Mills Township	\$150,000	3 mos
The ROC	\$75,000	12 mos
Thousand Islands Boat Museum	\$373,400	24 mos
Watersheds Canada	\$71,200	12 mos
Wolfe Island Boat Club	\$26,600	10 mos
YMCA of Eastern Ontario	\$127,500	12 mos
<b>Number of Grants</b>	<b>27</b>	
<b>Sub-Total</b>	<b>\$4,347,900</b>	

## Simcoe York

### Investment Highlights: 33.2% Youth | 7.6% Indigenous

Organization Name	Amount Awarded	Term
360°kids	\$566,900	36 mos
Abilities In Motion	\$6,000	6 mos
Ashoka Canada as a lead organization on this collaborative	\$241,500	24 mos
Aurora Cultural Centre	\$30,000	12 mos
Aurora Cultural Centre	\$200,000	36 mos
Aurora Historical Society	\$36,000	6 mos
Barrie Area Native Advisory Circle	\$122,000	5 mos
Barrie Area Native Advisory Circle	\$750,000	36 mos
Barrie Film Festival	\$52,500	7 mos
Barrie Soccer Club	\$150,000	12 mos
Barrie Yacht Club	\$53,300	12 mos
Big Brothers Big Sisters of York as a lead organization on this collaborative	\$206,700	36 mos
BOYS AND GIRLS CLUBS OF NORTH SIMCOE as a lead organization on this collaborative	\$250,000	36 mos
Catholic Community Services of York Region as a lead organization on this collaborative	\$75,000	12 mos
Cedar Centre	\$52,500	12 mos
Centre de santé Chigamik Community Health Centre	\$40,100	12 mos
Clean Air Partnership	\$703,300	36 mos
Coldwater Mill Heritage Foundation (CMHF)	\$150,000	12 mos
DANI as a lead organization on this collaborative	\$75,000	12 mos
EcoSchools Canada	\$150,000	24 mos
EcoSpark Environmental Organization	\$151,400	36 mos
Elizabeth Fry Society of Simcoe County	\$269,100	36 mos
Friends of the Utopia Mill and Park / Les Amis du moulin et parc d'Utopia	\$55,000	12 mos
Girls Incorporated of York Region	\$329,800	36 mos
Home Horizon Georgian Triangle Residential Services as a lead organization on this collaborative	\$72,900	12 mos
Hospice Huronia	\$229,200	36 mos
Hospice Vaughan	\$75,000	12 mos
Hospice Vaughan	\$72,400	12 mos
JAYU Festival Inc.	\$35,000	6 mos
JIAS (Jewish Immigrant Aid Services) Toronto	\$75,000	12 mos
JIAS (Jewish Immigrant Aid Services) Toronto	\$6,500	12 mos
KINGCRAFTS	\$68,800	12 mos
Learning Disabilities Association of York Region as a lead organization on this collaborative	\$75,000	12 mos
Markham Wesley Community Services Centre	\$150,000	6 mos
Matthews House Hospice	\$59,000	12 mos
MCIS Language Solutions	\$75,000	12 mos

Midland Cultural Centre Inc.	\$121,300	4 mos
N.M.S.A. or Newmarket Stingers	\$10,300	12 mos
New Path Youth and Family Services	\$695,300	36 mos
Newton Street Art Barn	\$19,200	9 mos
Nottawasaga Community Futures Development Corporation as a lead organization on this collaborative	\$521,100	36 mos
Oak Ridges Moraine Land Trust	\$78,500	12 mos
Oak Ridges Moraine Land Trust	\$256,400	36 mos
Orillia Area CDC	\$606,500	36 mos
Quest Art School + Gallery	\$35,300	12 mos
Redwood Park Communities Inc	\$131,100	6 mos
Reena	\$91,700	7 mos
Richmond Hill Philharmonic Orchestra	\$20,300	12 mos
Sandgate Women's Shelter of York Region Inc. as a lead organization on this collaborative	\$40,900	12 mos
Shadowpath	\$57,900	12 mos
Sir Frederick Banting Legacy Foundation	\$159,700	24 mos
Smiles Foundation	\$75,000	12 mos
Table Tennis Canada Tennis De Table	\$74,300	12 mos
The Canadian National Institute for the Blind	\$150,000	12 mos
The Couchiching Conservancy	\$183,500	36 mos
The Cross-Cultural Community Services Association (TCCSA)	\$74,000	10 mos
The Environmental Network Collingwood Inc. as a lead organization on this collaborative	\$308,700	36 mos
The Food Bank of York Region	\$82,400	12 mos
The Housing Help Centre	\$74,000	12 mos
The Sutton Curling Club	\$150,000	6 mos
Theatre by the Bay	\$67,700	12 mos
Theatre by the Bay	\$370,900	26 mos
Windfall Ecology Centre	\$425,900	36 mos
Women & Children's Shelter of Barrie	\$335,300	24 mos
Women's Support Network of York Region	\$161,600	24 mos
Yee Hong Centre for Geriatric Care	\$334,500	24 mos
Yellow Brick House	\$74,000	9 mos
Yellow Brick House	\$149,400	4 mos
Yellow Brick House	\$244,800	36 mos
York Professional Care & Education	\$70,400	12 mos
York Region Makers	\$70,800	12 mos
<b>Number of Grants</b>	<b>71</b>	
<b>Sub-Total</b>	<b>\$12,032,600</b>	

## Thames Valley

### Investment Highlights:

**19.2% People with disabilities | 15.4% Diverse cultural communities**

Organization Name	Amount Awarded	Term
Abilities In Motion	\$29,900	12 mos
ALUS Norfolk as a lead organization on this collaborative	\$300,000	36 mos
Alzheimer Society London and Middlesex	\$230,600	36 mos
ATN Access Inc.	\$74,700	12 mos
Bereaved Families of Ontario - Southwest Region	\$90,000	12 mos
Big Brothers Big Sisters of London and Area as a lead organization on this collaborative	\$537,000	36 mos
Boys & Girls Club of London	\$588,000	36 mos
Carolinian Canada Coalition	\$75,000	12 mos
Corporation of the Township of Blandford-Blenheim	\$64,000	3 mos
Diabetes Canada	\$104,000	10 mos
Forest City Film Festival	\$18,100	10 mos
Growing Chefs! Ontario	\$423,700	36 mos
Hutton House	\$25,500	7 mos
Kee-mo-kee Camp Site of the United Church of Canada	\$5,000	4 mos
London Family Court Clinic as a lead organization on this collaborative	\$75,000	12 mos
London Training Centre	\$399,900	36 mos
London Unemployment Help Centre	\$73,500	12 mos
Lower Thames Valley Conservation Foundation	\$94,000	12 mos
Museum of Ontario Archaeology	\$74,800	12 mos
Muslim Resource Centre for Social Support and Integration (MRCSSI)	\$725,000	36 mos
Optimist Club of West Lorne	\$150,000	12 mos
Over 55 Skills at Work as a lead organization on this collaborative	\$75,000	10 mos
Participation House Support Services	\$150,000	12 mos
ReForest London	\$65,500	12 mos
Regional HIV/AIDS Connection	\$24,100	12 mos
Scleroderma Society of Ontario	\$277,100	36 mos
STEAM Education Centres Incorporated	\$31,700	12 mos
Thames Region Ecological Association	\$42,000	12 mos
The Grand Theatre	\$150,000	12 mos
Township of Southwold	\$150,000	12 mos
Vanier Children's Services	\$41,000	4 mos
Woodstock Lawn Bowling Club	\$37,100	12 mos
<b>Number of Grants</b>	<b>32</b>	
<b>Sub-Total</b>	<b>\$5,201,200</b>	

## Toronto

### Investment Highlights:

**43.9% Diverse cultural communities | 19.7% Children up to 12 years**

Organization Name	Amount Awarded	Term
ABRIGO CENTRE	\$110,000	8 mos
Agincourt Community Services Association	\$749,600	36 mos
Alexandra Park Neighbourhood Learning Centre as a lead organization on this collaborative	\$150,000	12 mos
Alzheimer Society of Toronto as a lead organization on this collaborative	\$34,800	12 mos
Anduhyaun Incorporated	\$150,000	12 mos
Aptus Treatment Centre as a lead organization on this collaborative	\$312,000	36 mos
Axis Music	\$17,000	12 mos
Beat the Streets Toronto	\$336,200	36 mos
Blind Sailing Association of Canada	\$31,500	12 mos
Boost Child & Youth Advocacy Centre	\$67,300	12 mos
Brain Injury Society of Toronto	\$74,200	12 mos
Brain Injury Society of Toronto	\$240,200	36 mos
Canadian Council of the Blind	\$47,500	12 mos
CANVAS Arts Action Programs	\$626,200	36 mos
Centre for Independent Living in Toronto (CILT) Inc. as a lead organization on this collaborative	\$54,700	11 mos
Centre for Learning & Development	\$598,700	36 mos
Centre for Social Innovation	\$150,000	12 mos
CHINESE CULTURAL CENTRE OF GREATER TORONTO	\$112,700	5 mos
Christie Refugee Welcome Centre	\$150,000	3 mos
Christie Refugee Welcome Centre	\$627,700	36 mos
Community Family Services of Ontario	\$98,800	6 mos
Covenant House Toronto	\$63,000	12 mos
CultureLink Settlement and Community Services	\$75,000	12 mos
Euterpe	\$173,200	36 mos
FEAT for Children as a lead organization on this collaborative	\$76,700	12 mos
FoodShare Toronto	\$62,500	11 mos
Fred Victor Centre	\$453,200	36 mos
Friends of the Rouge Watershed Inc.	\$20,000	10 mos
Friends of the Rouge Watershed Inc.	\$210,000	36 mos
Good Shepherd Ministries	\$150,000	12 mos
Greater Toronto Hockey League	\$150,000	12 mos
High Park Initiatives	\$300,100	36 mos
Hong Fook Mental Health Association	\$150,000	4 mos
Horizons For Youth	\$144,300	6 mos
Jewish Russian Speaking Community of Toronto as a lead organization on this collaborative	\$74,700	10 mos

John Howard Society of Toronto	\$73,000	12 mos
Kaeja d'Dance	\$75,000	12 mos
Kaeja d'Dance	\$57,300	9 mos
Koffler Centre of the Arts	\$526,200	36 mos
Malvern Family Resource Centre	\$75,000	12 mos
Mon Sheong Foundation	\$150,000	8 mos
Museum of Contemporary Art Toronto	\$208,200	24 mos
Native Child and Family Services of Toronto	\$150,000	6 mos
Native Child and Family Services of Toronto	\$663,200	36 mos
Neilson Park Creative Centre	\$71,900	10 mos
Nia Centre for the Arts	\$72,900	12 mos
Nia Centre for the Arts	\$429,700	36 mos
North York Harvest Food Bank	\$137,500	12 mos
North York Women's Shelter	\$106,400	12 mos
NPower Canada	\$450,000	36 mos
Ontario Horticultural Trades Foundation	\$500,000	24 mos
Parent Resources EarlyOn Child and Family Centre	\$149,500	12 mos
Parkdale Activity - Recreation Centre (Toronto)	\$150,000	12 mos
Puppetmongers Theatre	\$13,900	8 mos
Raising the Roof/Chez Toit as a lead organization on this collaborative	\$75,000	6 mos
Regent Park Community Health Centre	\$75,000	12 mos
Regent Park Community Health Centre	\$111,700	12 mos
Scarborough Centre for Healthy Communities	\$665,100	36 mos
Scarborough Community Legal Services	\$75,000	12 mos
Second Harvest	\$75,000	12 mos
Second Harvest	\$150,000	4 mos
Second Harvest	\$750,000	36 mos
Singing Out, The Lesbian and Gay Chorus of Toronto	\$36,400	12 mos
Sistema Toronto	\$31,100	12 mos
SKETCH Working Arts for Street-involved and Homeless Youth	\$66,200	12 mos
SoCirC	\$218,200	36 mos
St. Jude Community Homes	\$145,000	3 mos
St. Stephen's Community House	\$73,300	6 mos
Story Planet	\$523,400	36 mos
Success Beyond Limits	\$388,300	36 mos
SummerWorks Performance Festival	\$51,900	6 mos
SummerWorks Performance Festival	\$295,800	33 mos
Sunshine Centres for Seniors	\$272,900	36 mos
Tarragon Theatre	\$26,800	12 mos
Team Unbreakable	\$23,400	5 mos
Tennis Canada	\$150,000	12 mos
Textile Museum of Canada	\$73,100	12 mos
The Arab Community Centre of Toronto as a lead organization on this collaborative	\$75,000	12 mos

The Art Gallery at Harbourfront (operating as The Power Plant)	\$53,900	12 mos
The Bernard Betel Centre for Creative Living	\$150,000	8 mos
The Canadian National Institute for the Blind	\$74,600	12 mos
The Remix Project	\$104,600	8 mos
The Toronto Fringe	\$9,100	10 mos
Tides Canada Initiatives	\$75,000	12 mos
Tides Canada Initiatives	\$59,700	12 mos
Tides Canada Initiatives	\$75,000	12 mos
Toronto Artscape Inc.	\$75,000	9 mos
Toronto Artscape Inc.	\$22,600	12 mos
Toronto Botanical Garden	\$72,400	12 mos
Toronto Council Fire Native Cultural Centre	\$17,500	4 mos
Toronto Environmental Alliance	\$74,700	12 mos
Toronto International Film Festival Inc.	\$150,700	36 mos
Toronto Symphony Orchestra	\$11,100	10 mos
UrbanArts	\$74,900	12 mos
Variety Village	\$149,500	12 mos
VIBE Arts	\$372,600	36 mos
WoodGreen Community Services	\$133,400	8 mos
WoodGreen Community Services as a lead organization on this collaborative	\$744,100	36 mos
WorkInCulture	\$47,200	12 mos
Young Centre for the Performing Arts	\$100,000	10 mos
Youth Challenge International	\$496,500	24 mos
Youth Empowering Parents	\$17,300	10 mos
<b>Number of Grants</b>	<b>102</b>	
<b>Sub-Total</b>	<b>\$18,490,500</b>	

## Waterloo, Wellington & Dufferin

### Investment Highlights:

**13.5% Seniors | 9.1% LGBTTQ+**

Organization Name	Amount Awarded	Term
Accelerator Centre	\$750,000	36 mos
Alzheimer Society Waterloo Wellington	\$682,600	36 mos
Argus Residence for Young People	\$657,700	36 mos
Ayr Skating Club	\$6,500	1 mo
Big Brothers Big Sisters of Centre Wellington	\$74,900	12 mos
Big Brothers Big Sisters of Waterloo Region	\$150,000	36 mos
Business Centre Guelph Wellington	\$75,000	12 mos
Community Justice Initiatives of Waterloo Region	\$75,000	12 mos
Cycling Into The Future	\$229,200	36 mos

Drayton Entertainment	\$100,000	8 mos
Elora Centre for the Arts	\$374,300	34 mos
Erin Agricultural Society	\$140,000	12 mos
Family & Children's Services of Guelph and Wellington County as a lead organization on this collaborative	\$75,000	12 mos
Family and Children's Services of Waterloo Region	\$75,000	12 mos
Federation of Ontario Public Libraries / La Fédération des bibliothèques publiques de l'Ontario	\$70,000	12 mos
Food4Kids Waterloo Region	\$415,800	24 mos
German Canadian Remembrance Society as a lead organization on this collaborative	\$60,000	12 mos
Globe Studios	\$150,000	12 mos
Guelph Community Health Centre	\$27,300	6 mos
Ignatius Jesuit Centre as a lead organization on this collaborative	\$75,000	12 mos
Junior Achievement of Waterloo Region	\$151,600	36 mos
Kate's Kause as a lead organization on this collaborative	\$150,000	12 mos
Kitchener-Waterloo Counselling Services Incorporated	\$606,800	36 mos
Lakeside HOPE House as a lead organization on this collaborative	\$267,100	36 mos
Levant	\$28,900	12 mos
Mono Nordic Club	\$78,600	12 mos
oneROOF Youth Services	\$150,000	12 mos
Ontario Land Trust Alliance	\$74,400	12 mos
Pine River Institute	\$147,800	10 mos
rare Charitable Research Reserve	\$54,800	12 mos
Scorpions Youth Volleyball Club Inc.	\$70,500	1 mo
Sunrise Therapeutic Riding & Learning Centre	\$138,300	12 mos
The Compost Council of Canada as a lead organization on this collaborative	\$17,000	12 mos
The Food Bank of Waterloo Region	\$92,800	12 mos
Waterloo Region Nordic Sports Club	\$10,700	10 mos
Yorklands Green Hub	\$72,100	7 mos
YWCA Kitchener-Waterloo	\$278,700	24 mos
<b>Number of Grants</b>	<b>37</b>	
<b>Sub-Total</b>	<b>\$6,653,400</b>	



## Youth Opportunities Fund – Granting Summary

<b>Youth Innovation - Test</b>		
<b>Organization Name</b>	<b>Amount Awarded</b>	<b>Term</b>
Aaoodsokawin Aki c/o Children's Peace Theatre	\$255,000	36 mos
AfroWaveTO c/o VIBE Arts	\$241,000	36 mos
Black Gold Archival Projects c/o SoundCheck Youth Arts	\$255,000	36 mos
Earthling Art Collective (Ghetto Children) c/o Thunder Bay Art Gallery	\$235,000	36 mos
Educate Her c/o Immigrant Women Services	\$255,000	36 mos
Kinxfolk c/o St. Stephen's Community House	\$255,000	36 mos
Level U c/o Somali Centre for Family Services	\$255,000	36 mos
Niizhaayek Alliance c/o Chiefs of Ontario	\$255,000	36 mos
Project UP c/o Coalition of Muslim Women of KW	\$255,000	36 mos
Reversing River 2.0 c/o Eabametoong First Nation	\$255,000	36 mos
Rise In STEM c/o St. Stephen's Community House	\$255,000	36 mos
Rivers of Hope Collective c/o Children's Peace Theatre	\$255,000	36 mos
Shoot For Peace c/o The Remix Project	\$254,900	36 mos
Sis To Sis (STS) Toronto c/o St. Stephen's Community House	\$152,800	24 mos
Sisterhood Hub c/o Bronson Centre	\$255,000	36 mos
Somali Pipeline c/o The Arab Community Centre of Toronto	\$160,000	24 mos
SoundStock Academy c/o The Remix Project	\$252,500	36 mos
TRAD - Technology Research Arts and Design c/o Empowerment Squared	\$250,000	36 mos
Youth Connect c/o Muslim Resource Centre for Social Support and Integration	\$147,400	24 mos
<b>Number of Grants</b>	<b>19</b>	
<b>Sub-Total</b>	<b>\$4,498,600</b>	

<b>Youth Innovations - Scale</b>		
<b>Organization Name</b>	<b>Amount Awarded</b>	<b>Term</b>
Black Women in Motion c/o St. Stephen's Community House	\$499,600	48 mos
Girl Power'd c/o TAIBU Community Health Centre	\$499,600	48 mos
little sister (formerly known as Round 4 Records) c/o Youth Empowering Parents	\$354,500	36 mos
Young Gathering Group c/o Brunswick House First Nation	\$464,600	48 mos
<b>Number of Grants</b>	<b>4</b>	
<b>Sub-Total</b>	<b>\$1,818,300</b>	

## System Innovations

Organization Name	Amount Awarded	Term
Empowerment Squared	\$806,400	60 mos
LAMP CHC	\$492,500	24 mos
Miziwe Biik Aboriginal Employment & Training	\$465,900	24 mos
Shibogama First Nations Council	\$1,350,000	72 mos
Urban Alliance on Race Relations	\$440,400	24 mos
<b>Number of Grants</b>	<b>5</b>	
<b>Sub-Total</b>	<b>\$3,555,200</b>	

## Family Innovations - Test

Organization Name	Amount Awarded	Term
African Caribbean Canadian Association of Northern Ontario c/o Sault Community Information and Career Centre	\$170,000	24 mos
ANKOBEA Fatherhood Initiative c/o Delta Family Resource Centre	\$245,800	36 mos
Association des Couturiers Immigrants Francophone d'Ottawa c/o Centre des Services Communautaires Vanier	\$255,000	36 mos
Black Family Advisory Bureau Team (BFAB) c/o Kingdom House Christian Centre	\$169,000	24 mos
Black Moms Connection c/o Youth Empowering Parents	\$238,400	36 mos
Ethio-Eritrean Candian Women Integration Network (ECWIN) c/o The Nepean, Rideau and Osgoode Community Resource Centre	\$255,000	36 mos
Family Fuse c/o Women's Enterprise Skills Training of Windsor Inc.	\$253,500	36 mos
Firgrove Learning and Innovation Community Centre (FLICC) c/o Delta Family Resource Centre	\$92,400	36 mos
Hooyo (Mother in Somali) c/o Arab Community Centre of Toronto	\$153,400	24 mos
IFAPID c/o Women's Enterprise Skills Training of Windsor Inc.	\$246,400	36 mos
Kujenga Renewed Family Support Circle c/o Carea Community Health Centre	\$254,900	36 mos
Mothers of (Black) Boys - Comm-UNITY - UstOO Movement c/o TAIBU Community Health Centre	\$255,000	36 mos
Parents of Black Children (PoBC) c/o Youth Empowering Parents	\$254,700	36 mos
The Bridge Co-Net Inc. c/o Conseil Economique & Social d' Ottawa-Carleton (CESOC)	\$254,600	36 mos
Windsor Essex Biz Fit (WEBiz Fit) c/o Women's Enterprise Skills Training of Windsor Inc.	\$252,900	36 mos
<b>Number of Grants</b>	<b>15</b>	
<b>Sub-Total</b>	<b>\$3,351,000</b>	

# Volunteers Serving the Ontario Trillium Foundation

## Board of Directors 2019–2020

Name	Appointed	Appointment Ends/Ended
Denise Amyot	2014/Re-appointed 2017	June 2020
Gary Bennett	2019	June 2022
Cameron Clark	2016	June 2019
Maureen Comuzzi	2019	June 2022
Michael Diamond, Board Chair	2019	June 2022
Fred Dominelli	2019	June 2022
Tracy Elop, Treasurer	2015/Re-appointed 2018	June 2021
Chinyere Eni-Mclean	2015	June 2021
Sean Haggerty	2018	June 2021
Leslyn Lewis, Board Vice-Chair	2019	March 2020
Reynolds Mastin	2014/Re-appointed 2016	June 2019
Mary Henein Thorn	2019	June 2022
Rod Jackson	2019	June 2022
Maxim Jean-Louis	2015/Re-appointed 2018	June 2021
Judith John	2017	August 2019
Lawrence Malloy	2019	June 2022
Robert McCullough	2017	April 2019
Colleen Mulholland	2017	June 2020
Deepak Ruparel	2019	March 2020
Stephen Staley	2019	June 2022

## Grant Review Teams 2019-2020

### Algoma, Cochrane, Manitoulin & Sudbury

Name	Appointed	Appointment Ends/Ended
Robert Nowosielski (Former Chair)	December 2016	December 2019
Suzette Gauthier	May 2011	May 2020
Karel Grant	April 2017	April 2020
Catherine Gull	March 2019	March 2021
Macey Ilinitzki	June 2019	June 2020
Ron Leduc	December 2010	December 2019
Jacquelyn Macknight	June 2017	June 2020
Jennifer Marenger	June 2019	June 2020
Michelle Martin	March 2019	March 2021
Kevin McCormick	March 2018	March 2021
Amber Paulino	March 2019	March 2021
Sarah Rice	June 2019	June 2020
Sharon Tansley	March 2020	March 2021

### Champlain

Name	Appointed	Appointment Ends/Ended
Raymond Westgarth, Former Chair	May 2017	May 2020
Louis Beland	March 2020	March 2021
Dominik Brejta	March 2019	March 2022
David William	September 2019	September 2020
Noemie De Vuyst	December 2020	December 2020
Cathy Enright	June 2018	June 2020
Jacques Héroux	June 2017	June 2020
John James	June 2018	June 2020
Seniha Khan	April 2014	April 2020
Norma Lamont	March 2017	March 2020
Louise Lauzon	March 2020	March 2021
Ruth Mackenzie	April 2014	April 2020
Ruth MacQueen	March 2020	March 2021
Emily Palmer	March 2019	March 2021
Angie Perkins	June 2019	June 2020
Andrea Porter	November 2017	May 2019
James Puddicombe	April 2014	June 2019
Stephanie Reid	June 2019	June 2020
Fareeha Sagheir	January 2019	January 2021
Stuart Sykes	September 2014	September 2020
Shanjida Yasmin	December 2019	December 2020

## Durham, Haliburton, Kawartha & Pine Ridge

Name	Appointed	Appointment Ends/Ended
David Saunders (Chair)	June 2019	June 2022
Sanga Achakzai Sanga	March 2020	March 2021
Ibuknoluwa (Deborah) Badmus	May 2017	May 2020
Robert Baron	September 2018	September 2020
Stephen Burman	March 2018	March 2021
Caroline Chikoore	February 2018	February 2021
Jean-Maurice Cormier	January 2019	February 2020
Wade Crouch	February 2018	February 2021
Eric Crowe	July 2017	July 2020
Benjamin Currelly	February 2020	February 2023
Galvy Fernandes	January 2019	January 2021
Elizabeth Finnie-Hunt	February 2020	February 2023
Savona Gangadeen	October 2019	October 2022
Tricia Gazarek	February 2017	February 2020
Philip Johnson	May 2017	May 2020
Les Kariunas	May 2019	May 2022
Eileen Knight	August 2017	August 2020
Shari MacKay	April 2017	February 2020
Ellen Meadd	December 2019	December 2020
Rayon Morgan	January 2019	January 2021
Danna Munns	September 2018	September 2020
Robert Neufeld	December 2019	January 2020
Rudy Sankovic	May 2017	May 2020
Marnie Speck	June 2019	June 2020
Matthew Stephenson	March 2020	March 2023
Charles Tobias	June 2018	June 2020
Maureen Verboom	March 2018	March 2021
John (Michael) Watt	May 2019	May 2022
Joan Young	May 2017	May 2020

## Essex, Kent, Lambton

Name	Appointed	Appointment Ends/Ended
James (Don) McGugan (Chair)	August 2019	August 2022
Daniel Allen	September 2014	March 2020
Bill Allison	February 2017	February 2020
Vidya Balachandar	September 2018	September 2020
Kathryn Biondi	January 2017	January 2020
Rita Chappell	April 2014	April 2020
Cindy Crump	January 2019	January 2021
Sushil Jain	March 2018	March 2021
Pareshkumar Jariwala	April 2017	April 2020
Candice Jeffrey	December 2016	December 2019
Tricia Khan	June 2018	June 2020
Jayme Lesperance	June 2018	June 2020
Lucie Lombardo	December 2016	December 2019
Karen Loney	January 2019	January 2021
Kevin Money	January 2019	January 2021
Stephanie Rogers	March 2019	March 2021
Randal Sasso	August 2017	August 2020
Soula Serra	June 2018	June 2020
Nelson Silveira	January 2019	January 2021
Robert Sutton	June 2018	June 2020

## Grand River

Name	Appointed	Appointment Ends/Ended
Richard Sterne (Chair)	July 2019	July 2022
Victoria Bomberry	June 2019	June 2020
Cindy Chatzis	June 2018	June 2020
Jacqui Cloet (Huszczo)	January 2019	January 2020
Linda Hunt	December 2016	December 2019
Bill Leask	December 2019	December 2020
Chelsea Noiles	September 2019	September 2020
Helen Schultz	March 2019	March 2022
Bryanne Smart	September 2019	September 2020
Rebecca Smith	August 2017	August 2020
Roderick Walker	March 2020	March 2023

## Grey, Bruce, Huron & Perth

Name	Appointed	Appointment Ends/Ended
Sonja Glass (Chair)	June 2019	June 2020
Joss Ann	June 2019	June 2020
Donna Atkinson	January 2014	January 2020
Loretta Dunn	December 2016	December 2019
Nicole Gajraj	March 2019	May 2019
Carolyn Ghent	March 2019	October 2019
James Hepple	December 2016	December 2019
Abigale Lamb	December 2019	December 2020
Tim Mancell	April 2019	April 2022
John McDougall	March 2020	March 2023
John McLeod	April 2017	April 2020
Carole Merton	June 2019	June 2022
Sylvia Sheard	March 2020	March 2021
Rena Spevack	May 2011	June 2020
Ryan Thompson	June 2019	June 2022

## Halton – Peel

Name	Appointed	Appointment Ends/Ended
Dianne Lawson (Chair)	March 2019	March 2022
Atul Ahuja	September 2014	October 2020
Obara Akpomena	March 2020	March 2023
Michael Blair	January 2019	January 2021
Sonia Buksa	May 2017	May 2020
Joseph Caron	September 2018	September 2019
Alex A. Dhanjal	February 2014	March 2020
Mariano Guirguis	August 2019	August 2022
Robert Higgs	September 2018	September 2020
Charmaine Jackson	January 2019	January 2021
Dave Kentner	May 2019	May 2022
Rob Meloche	June 2018	March 2020
Janice Moro	February 2014	February 2020
Nadirah Nazeer	March 2020	March 2023
Pierre Christophe Nkotto Wedji	June 2018	June 2020
Mario Russo	February 2020	February 2023
Jordan Scantlebury	September 2018	March 2020

Shelley Scriver	June 2018	June 2020
Darlene Shaw	August 2019	August 2019
Jasmit Singh	April 2014	April 2020
Anupama Srivastava	June 2019	January 2020
Bruno St-Laurent	May 2017	May 2020
Ranjan Thomas	March 2020	March 2023
Malkhaz Tsotsoriya	September 2018	September 2020
Amanda Warren-Ritchie	June 2018	June 2020

## Hamilton

Name	Appointed	Appointment Ends/Ended
Milena Balta (Chair)	February 2019	February 2022
Bev Ann Brown	September 2018	September 2019
Nasser Barakat	January 2019	January 2020
Adam Boettger	September 2018	September 2020
Melissa Fox	March 2020	March 2021
Ni Jadon	May 2017	May 2020
Krisztina Konkoly	June 2018	June 2020
Karen Logan	February 2017	February 2020
Nancy McKibbin Gray	May 2011	June 2020
Dan Panagakos	November 2019	November 2022
Raymond Rikic	July 2017	July 2020
Taghreed Saeed	June 2018	June 2020
Anne Tennier	November 2013	November 2019
Vidis Vaiciunas	September 2017	September 2020
Saipriya Vajravelu	January 2018	January 2021
Angela Verrier	August 2017	August 2020
Joany Verschuuren	August 2017	August 2020

## Muskoka, Nipissing, Parry Sound & Timiskaming

Name	Appointed	Appointment Ends/Ended
Carmen DeMarco (Former Chair)	April 2017	April 2020
Patricia Arney	March 2017	March 2020
Jean Beckett	August 2017	August 2020
Richard Corcelli	February 2017	February 2020
Danielle Covello	March 2017	March 2020
Leena Hall	March 2019	March 2020
Rebecca Heffernan (Fisher)	January 2019	January 2021



Patrick Keough	September 2019	September 2019
Duncan MacCallum	September 2018	September 2020
Sylvia Thompson-Nicholson	May 2017	May 2020
Marla Tremblay	September 2019	September 2020
Lee-Ann Turner	June 2018	June 2020

## Niagara

Name	Appointed	Appointment Ends/Ended
Geneviève Asselin	September 2017	September 2020
Isabel Beland Isabel	January 2019	January 2021
David Bingham	December 2016	December 2019
Kenneth Burden	May 2011	June 2020
Nick DiFlavio	June 2018	June 2021
Cindilee Ecker-Flagg	March 2019	March 2021
Susan Erskine	June 2011	September 2020
Tracy Fattore	March 2018	March 2021
Tony Kamphuis	February 2020	February 2023
Dennis Kowalchuk	March 2020	March 2023
Catherine Kuckyt	February 2020	February 2023
Alma Ligata	January 2019	January 2021
Paul Mace	September 2017	September 2020
Livia Martin	November 2010	April 2019
Rick McIntosh	January 2019	January 2021
Gail Richardson	June 2017	June 2020
William (Bill) Williams	December 2014	December 2020

## Northwestern

Name	Appointed	Appointment Ends/Ended
Elaine Lynch (Former Chair)	September 2017	September 2020
Lesley Bell	December 2012	December 2019
Lindsey Caron	December 2019	December 2022
Kim Cross	September 2018	September 2020
Cynthia Fiddler	June 2019	June 2020
Becky Holden	September 2014	December 2020
Betty Lee-Lawrence	June 2018	June 2020
Roopa Rakshit	January 2014	January 2020
Nicholina Schiwe	June 2019	June 2020
Suzanne Sterling	June 2017	June 2020

## Quinte, Kingston, Rideau

Name	Appointed	Appointment Ends/Ended
Jim Pickard (Chair)	May 2019	May 2022
Titilope Adebola	September 2019	September 2020
John Blake	October 2013	October 2019
Kelly Boutilier	December 2016	December 2019
Colin Brown	June 2019	June 2022
Don DeGenova	May 2011	May 2020
Louise Heslop	May 2011	May 2020
Rai King	January 2017	January 2020
Cheryl Knott	May 2019	May 2022
Shaniqua Liston	September 2019	September 2020
Sherri Marcotte	April 2014	April 2020
Colleen McCabe	January 2014	January 2020
Janice Nault	September 2019	September 2020
Nancy Parks	December 2016	December 2019
Alexander Rey	September 2018	September 2020
Rosemary Rooke	April 2017	April 2020
Tom Russell	June 2019	June 2022
Naomi Sarazin	March 2019	March 2020
Barbara Tobin	February 2019	February 2022
Shirley Van Steen	April 2017	April 2020
Sharlene Weitzman	June 2017	June 2020

## Simcoe York

Name	Appointed	Appointment Ends/Ended
Elaine Adam	December 2016	December 2019
Aiden Barty	September 2019	September 2020
Katherine Bawden-Cook	December 2019	December 2020
Debora Bloom-Hall	December 2019	December 2020
Heather Breckles	October 2019	October 2022
Jeff Chan	July 2017	July 2020
Allan Craig	May 2017	May 2020
Tammy Deschambault	December 2019	December 2020
Emily Dunford	January 2019	January 2021
Sarah Gill	March 2020	March 2021
Joanne Gray	April 2017	April 2020
Bululu Kabatakaka	December 2016	December 2019
Janice Kwan	August 2013	October 2019
Richard Lancaster-Brooks	August 2017	August 2020

Soobin (Christine) Lee	December 2019	December 2020
Ferguson Mobbs	March 2020	March 2021
Indira Monteiro	January 2019	January 2021
Derek Murray	May 2019	May 2022
Laura Parsons	December 2019	December 2020
Arun Prasad	December 2019	December 2022
Rosalie Pratt	December 2019	December 2020
Vanessa Quesnel	December 2019	December 2020
Jamiena Shah	February 2011	March 2020
Frank Steeve	September 2019	November 2019
Xi Wang	May 2019	May 2022
Shelley Wister-Smith	January 2020	January 2023
Lori Zulian	January 2019	January 2021

## Thames Valley

Name	Appointed	Appointment Ends/Ended
Diane Dubois (Former Chair)	August 2013	October 2019
Allan Abias	March 2019	March 2021
Fraser Campbell	February 2017	February 2020
Madeleine Castellano	September 2019	September 2020
Stephen Culig	February 2017	February 2020
Minerva Figuero	December 2019	December 2020
Peter Fleming	February 2017	February 2020
Christopher Harding	November 2016	November 2019
Velda Maracle	September 2019	October 2019
Liam McCreery	March 2019	March 2022
Shania Simon	June 2019	July 2019
Diane Thompson	February 2018	February 2021

## Toronto

Name	Appointed	Appointment Ends/Ended
Justin Mooney (Chair)	December 2018	December 2021
Al Alwiya-Kaf	January 2019	January 2021
Nilo Ang	May 2019	May 2022
Maggie Broda	October 2016	October 2019
Angelo Carnevale	May 2019	May 2022
Teresa Catalano	June 2018	June 2020
Natalie Cerullo	March 2018	March 2021

Brent Chamberlain	February 2014	February 2020
Vincent Chang	January 2019	April 2020
Margherita Cosentino	November 2017	November 2020
Marijana Cuvalo	December 2019	December 2020
Mona EISayeh	September 2014	October 2020
Jessica Farias	September 2018	September 2020
Cynthia Good	October 2010	October 2019
Mario Gravelle	January 2017	January 2020
Julie Hughes	January 2020	January 2022
Gladys Larbie	May 2019	May 2022
Valentina Latorre-Franky	September 2019	September 2020
Maureen Lynch	June 2013	November 2019
Janine Manning	September 2018	September 2020
Selma Osman	September 2018	September 2020
Dorothy Quann	January 2019	January 2021
Ryan Rodrigues	December 2012	December 2019
Brittnee Rudyk	September 2018	September 2020
Maria Saras-Voutsinas	May 2017	May 2019
Andriy Savin	January 2018	January 2021
Fizul Sima	July 2017	July 2020
Daphne Simon	January 2014	March 2020
Fattah Stanley	May 2011	May 2020
Stephanie Stanov	January 2019	January 2021
Phyllis Tanaka	March 2017	February 2020
Jennifer Willis	February 2018	February 2021

## Waterloo, Wellington & Dufferin

Name	Appointed	Appointment Ends/Ended
Wayne White Chair	December 2019	December 2022
Burton Aitchison	June 2013	November 2019
Joe Atherton	March 2020	March 2021
Gebrehiwot (Gebre) Berihun	May 2011	July 2020
Ted Bleaney	January 2019	January 2021
Shelley Boettger	June 2019	February 2022
Jennifer Breaton	June 2018	June 2020
Barb Chrysler	June 2019	June 2020
Vicki Dickson	September 2018	September 2020
Debra Goss	August 2017	August 2020
Angela Grant	September 2018	September 2020
Joanne Hyde	August 2017	August 2020
Susan Leuty	December 2010	November 2019

Robert Maier	April 2014	July 2020
David Murray	June 2013	November 2019
Trudy Smit Quosai	September 2018	September 2020
Luane Roberts	September 2019	September 2020
Tracey Van Kalsbeek	March 2020	March 2021
Michael Walker	February 2020	February 2023
Logan Walsh	February 2014	February 2020
Brendan Wylie-Toal	February 2018	February 2021
Linda Zensner	March 2020	March 2021

# Financial Statements

Financial Statements of

## **ONTARIO TRILLIUM FOUNDATION**

And Independent Auditors' Report thereon

Year ended March 31, 2020



KPMG LLP  
Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan ON L4K 0J3  
Canada  
Tel 905-265-5900  
Fax 905-265-6390

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Ontario Trillium Foundation

### ***Opinion***

We have audited the financial statements of Ontario Trillium Foundation (the Entity), which comprise:

- the statement of financial position as at March 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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

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

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

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.





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- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

June 12, 2020

# ONTARIO TRILLIUM FOUNDATION

## Statement of Financial Position

March 31, 2020, with comparative information for 2019

	2020	2019
<b>Assets</b>		
Cash	\$ 455,137	\$ 880,092
Accounts receivable and other	1,144,488	738,965
Investments (note 2)	175,547,575	166,798,470
Capital assets (note 3)	372,528	661,336
	<u>\$ 177,519,728</u>	<u>\$ 169,078,863</u>

## Liabilities and Net Assets

### Liabilities:

Accounts payable and accrued liabilities	\$ 1,744,264	\$ 1,969,534
Deferred contributions (note 4(a))	15,065,521	19,480,986
Grants payable (note 4(b))	158,137,901	145,056,301
	<u>174,947,686</u>	<u>166,506,821</u>

### Net assets:

Invested in capital assets	372,528	661,336
Unrestricted	2,199,514	1,910,706
	<u>2,572,042</u>	<u>2,572,042</u>


### Commitments (note 7)


### Subsequent event (note 10)

	<u>\$ 177,519,728</u>	<u>\$ 169,078,863</u>
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See accompanying notes to financial statements.

On behalf of the Board:

  
Chair

  
Treasurer

# ONTARIO TRILLIUM FOUNDATION

## Statement of Operations

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Revenue:		
Ontario government funding (note 4(a))	\$ 132,038,465	\$ 133,398,859
Grants rescinded or recovered (note 4(a))	4,615,019	4,053,896
Investment income (note 4(a))	3,676,623	3,460,780
	<u>140,330,107</u>	<u>140,913,535</u>
Expenses:		
Program activities:		
Grants pledged (note 4(a) and (b))	115,024,900	108,148,100
Grantmaking expenses (note 4(a))	14,125,913	15,035,168
Agent grants paid (note 4(a))	7,255,200	12,849,900
Partnership grants (notes 4(a) and 6)	1,187,400	1,398,272
	<u>137,593,413</u>	<u>137,431,440</u>
Support services (notes 4(a) and 5)	2,418,719	3,104,214
Amortization of capital assets	317,975	377,881
	<u>140,330,107</u>	<u>140,913,535</u>
Excess of revenue over expenses	\$ —	\$ —

See accompanying notes to financial statements.

# ONTARIO TRILLIUM FOUNDATION

## Statement of Changes in Net Assets

Year ended March 31, 2020, with comparative information for 2019

			2020	2019
	Invested in capital assets	Unrestricted	Total	Total
Net assets, beginning of year	\$ 661,336	\$ 1,910,706	\$ 2,572,042	\$ 2,572,042
Excess (deficiency) of revenue over expenses	(317,975)	317,975	–	–
Purchase of capital assets	29,167	(29,167)	–	–
Net assets, end of year	\$ 372,528	\$ 2,199,514	\$ 2,572,042	\$ 2,572,042

See accompanying notes to financial statements.

# ONTARIO TRILLIUM FOUNDATION

## Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating activities:		
Amortization of capital assets which does not involve cash	\$ 317,975	\$ 377,881
Change in non-cash operating items	8,035,342	(18,128,657)
	<u>8,353,317</u>	<u>(17,750,776)</u>
Capital activities:		
Net purchase of capital assets	(29,167)	(133,385)
Investing activities:		
Purchase of investments	(547,490,216)	(1,205,798,400)
Disposal of investments	538,741,111	1,224,077,456
	<u>(8,749,105)</u>	<u>18,279,056</u>
Increase (decrease) in cash	(424,955)	394,895
Cash, beginning of year	880,092	485,197
Cash, end of year	<u>\$ 455,137</u>	<u>\$ 880,092</u>

See accompanying notes to financial statements.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements

Year ended March 31, 2020

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Ontario Trillium Foundation (the "Foundation" or "OTF"), an agency of the Ministry of Heritage, Sports, Tourism and Culture Industries ("MHSTCI"), is financially supported by the Ontario government. OTF began operations as an arm's-length agency of the Ontario government on August 23, 1982 and was incorporated without share capital under the laws of Ontario under letters patent dated November 17, 1982. OTF's purpose is to build healthy and vibrant communities throughout Ontario, by strengthening the capacity of the voluntary sector through investments in community-based initiatives.

Government funding is subject to Memoranda of Understanding that define how the funds must be invested and distributed.

## 1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards, including the 4200 standards for government not-for-profit organizations.

### (a) Revenue recognition:

OTF follows the deferral method of accounting for contributions, which include government funding. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are deferred and recognized as revenue in the year in which the related expenses are incurred.

Investment income is recorded on the accrual basis.

### (b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. The Foundation has not elected to carry any such financial instruments at fair value.

Financial instruments are adjusted by transaction amortized costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## 1. Significant accounting policies (continued):

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

As financial instruments are recorded at cost or amortized costs, a statement of remeasurement gains and losses has not been included.

### (c) Grants:

Grants awarded by the Foundation are recorded as grants pledged expenses in the year that the Foundation approves the grant.

Grants awarded by third party organizations for which the Foundation acts as an administrative agent are recorded as agent grant payments when payments are issued.

### (d) Allocation of support services expenses:

The Foundation classifies expenses on the statement of operations by function. The Foundation allocates certain costs by identifying the appropriate basis of allocating and applying that basis consistently each year. The Foundation allocates its support services expenses proportionately on a per capita basis.

### (e) Capital assets:

Capital assets are recorded at cost less accumulated amortization. Amortization is provided on a straight-line basis over the following periods:

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Furniture and fixtures	5 years
Computer hardware	4 years
Computer software	3 years
Leasehold improvements	Term of lease

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### (f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to estimates and assumptions include the allocation of expenses. Actual results could differ from those estimates.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

## 2. Investments:

	2020	2019
Short-term investments	\$ 61,766,678	\$ 52,591,286
Bonds	39,583,527	40,678,714
Laddered bond portfolio	74,197,370	73,528,470
	<u>\$ 175,547,575</u>	<u>\$ 166,798,470</u>

All investments, excluding the laddered bond portfolio, are in cash or cash equivalents, or in fixed income securities and mature within the next 12 months (2019 - 12 months). These fixed income investments bear interest from 1.00% to 2.17% (2019 - 1.35% to 2.31%).

In OTF's laddered bond portfolio, all bond investments are in fixed income securities and have maturity dates between two months and three years (2019 - six months and three years). These investments bear interest from 0.38% to 2.37% (2019 - 0.75% to 4.20%).

The Ontario Financing Authority acts as OTF's investment manager under an investment management agreement that adheres to OTF's policies and procedures governing risk and also includes additional risk concern measures.

All investments purchased starting April 1, 2019 are recorded at cost. Investments purchased prior to April 1, 2019 are recorded at amortized cost.

## 3. Capital assets:

			2020	2019
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 1,030,005	\$ 967,413	\$ 62,592	\$ 98,415
Computer hardware	1,161,485	1,060,578	100,907	220,175
Computer software	1,085,881	1,085,881	—	—
Leasehold improvements	1,430,912	1,221,883	209,029	342,746
	<u>\$ 4,708,283</u>	<u>\$ 4,335,755</u>	<u>\$ 372,528</u>	<u>\$ 661,336</u>



# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

## 4. Deferred contributions and grants payable:

- (a) Deferred contributions represent funding received from Ministries that has not yet been pledged as grants, paid to Local Poverty Reduction Fund ("LPRF") grantees or spent on operations. These funds are restricted until grants are approved by the Board of Directors and pledged to third parties, LPRF grant conditions are met and payments are made or until operating expenditures are made. OTF has controls in place to ensure that the restrictions on grant pledges are met prior to utilization of these funds.

	2019					
	General operations	Youth Opportunities Fund	Local Poverty Reduction Fund	Ontario150 Community Capital Fund	Total	Total
Deferred contributions, beginning of year	\$ 12,201,433	\$ 1,329,546	\$ 4,539,361	\$ 1,410,646	\$ 19,480,986	\$ 21,547,845
Funding received:						
Ministry of Heritage, Sports, Tourism, and Culture Industries	103,497,000	–	–	–	103,497,000	100,000,000
Ministry of Children, Community and Social Services	–	16,826,000	7,300,000	2020	24,126,000	31,332,000
	103,497,000	16,826,000	7,300,000	–	127,623,000	131,332,000
Investment income recorded as revenue	3,109,272	471,988	95,363	–	3,676,623	3,460,780
Grants pledged	(101,801,800)	(13,223,100)	–	–	(115,024,900)	(108,148,100)
Agent grants paid	–	–	(7,255,200)	–	(7,255,200)	(12,849,900)
Grantmaking expenses	– (10,561,115)	(2,954,289)	(610,509)	–	(14,125,913)	(15,035,168)
Support services	(2,418,719)	–	–	–	(2,418,719)	(3,104,214)
Amortization	(317,372)	(483)	(120)	–	(317,975)	(377,881)
Partnership grants	(1,187,400)	–	–	–	(1,187,400)	(1,398,272)
Grants rescinded or recovered	4,449,113	160,506	–	5,400	4,615,019	4,053,896
Amounts recognized as Ontario government funding	(108,728,021)	(15,545,378)	(7,770,466)	5,400	(132,038,465)	(133,398,859)
Change during the year	(5,231,021)	1,280,622	(470,466)	5,400	(4,415,465)	(2,066,859)
Deferred contributions, end of year	\$ 6,970,412	\$ 2,610,168	\$ 4,068,895	\$ 1,416,046	\$ 15,065,521	\$ 19,480,986

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## 4. Deferred contributions and grants payable (continued):

### Youth Opportunities Fund:

On November 7, 2013, the Foundation signed an agreement with the Ministry of Children and Youth Services ("MCYS") to administer the Youth Opportunities Fund ("YOF") to provide grants for community-based and positive youth development projects that improve conditions for youth who face multiple barriers to positive outcomes in the Greater Toronto Area. On October 8, 2015, the Foundation signed an amending agreement to expand the YOF program throughout the province. On August 30, 2016, the Foundation signed a service contract with MCYS to deliver additional YOF grants, focused on civic engagement, supported through the time-limited Ontario150 initiative. In 2019, the program was expanded to include the Family Innovation Stream.

### Local Poverty Reduction Fund:

On November 19, 2015, the Foundation signed an agreement with the Provincial Government and MHSTCI to act as an administrative agent for the Local Poverty Reduction Fund, a granting program to provide funding to support innovative, community-driven projects that measurably improve the lives of those most affected by poverty. The transactions are deferred until such time that grant payments are made or operating expenses are incurred. The Ministry of Children, Community and Social Services ("MCCSS") is responsible for application review and approval, and the Foundation supports applicants through the application process and manages the grants once they are approved.

The total funding to be received from MCCSS is \$50,000,000 over six years. During 2020, \$7,300,000 (2019 - \$14,306,000) was received, and \$7,255,200 (2019 - \$12,849,900) is included in agent grants paid.

### Ontario150 Community Capital Program:

On December 13, 2016, the Foundation signed an agreement with MHSTCI to administer the Ontario150 Community Capital Program, a one-time funding program launched as part of the Province of Ontario's 150th anniversary. The purpose of the program was to strengthen communities by supporting the repair, renovation or retrofitting of existing infrastructure to better address the diverse needs of Ontario communities while fostering economic growth.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

## 4. Deferred contributions and grants payable (continued):

(b) Once OTF pledges grants for distribution, the grants are recorded as grants payable. Grants pledged and not yet distributed are payable, subject to the receipt of funds by OTF and to certain performance conditions placed on the recipients. The continuity of Community Investment grants payable is as follows:

	2020	2019
Grants pledged	\$ 115,024,900	\$ 108,148,100
Grants rescinded	(3,085,200)	(2,805,500)
Grants paid	(99,192,600)	(121,682,000)
	12,747,100	(16,339,400)
Grants payable, beginning of year	144,615,500	160,954,900
Grants payable, end of year	\$ 157,362,600	\$ 144,615,500

Grants are payable to various organizations in the fiscal years ending March 31 as follows:

2021	\$ 83,177,100
2022	44,038,700
2023	25,195,900
2024	3,824,100
2025	1,126,800
	\$ 157,362,600

Included in grants payable is \$775,301 (2019 - \$440,801) relating to partnership grants.

## 5. Allocation of expenses:

The Foundation allocates certain of its support services expenses based on the proportion of the total staff directly involved with grantmaking and partnership grants. The following percentages were used to calculate the allocation: grantmaking, 48.8% (2019 - 45.0%) and partnership grants, 0.8% (2019 - 2.0%).

Support services reported in the statement of operations of \$2,418,719 (2019 - \$3,104,214) are reported after allocation of \$3,120,142 (2019 - \$2,362,416) to grantmaking expenses and \$40,602 (2019 - \$115,240) to partnership grants.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## 6. Partnership grants:

Partnership grants are grants to non-profit organizations that perform activities such as convening, knowledge sharing, capacity building and providing technical assistance to the sector. These partnerships are innovative in nature and their objective is to maximize impact across the sector and the province. Grants are issued in accordance with OTF's Partnership Investment Framework which was formalized in April 2018.

## 7. Commitments:

Future minimum annual rental payments for premises under operating leases are as follows:

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2021	\$ 1,423,000
2022	734,100
2023	17,300
2024	17,300
	<hr/>
	\$ 2,191,700

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In relation to these leases, OTF has agreed to indemnify the landlord against losses occurring on the lease premises which may arise out of a breach of the lease agreement.

## 8. Indemnification of officers and directors:

OTF has indemnified its past, present and future directors, officers, employees and volunteers against expenses (including legal expenses), judgments, and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding in which the directors are used as a result of their service, if they acted honestly and in good faith with a view to the best interests of OTF. The nature of the indemnity prevents OTF from reasonably estimating the maximum exposure. OTF has purchased directors' and officers' liability insurance with respect to this indemnification.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## 9. Financial risks:

### (a) Liquidity risk:

Liquidity risk is the risk that the Foundation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Foundation manages its liquidity risk by monitoring its operating requirements. The Foundation prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Accounts payable and accrued liabilities are generally due within 60 days of receipt of an invoice.

There have been no significant changes to the liquidity risk exposure from 2019.

### (b) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates, will affect the Foundation's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

Due to the COVID-19 pandemic as noted in subsequent event note 10, the markets are experiencing fluctuation that does expose the Foundation to increased market risk as compared to 2019.

### (c) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the Foundation to cash flow interest rate risk. The Foundation is exposed to this risk through its investments.

As at March 31, 2020, had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the estimated impact on the market value of bonds would approximate \$1,100,000.

The Foundation's investments are disclosed in note 2.

Due to the COVID-19 pandemic as noted in subsequent event note 10, the markets are experiencing fluctuation that does expose the Foundation to enhanced interest rate risk as compared to 2019.

# ONTARIO TRILLIUM FOUNDATION

Notes to Financial Statements (continued)

Year ended March 31, 2020

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## **10. Subsequent event:**

In the month of March, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact. Financial statements are required to be adjusted for events occurring between the date of the financial statements and the date of the auditors' report which provide additional evidence relating to conditions that existed as at year end. Management completed this assessment and did not identify any such adjustments. The current events and conditions are expected to be temporary, however there is uncertainty around the length of the disruption and impact on future operations. As a result, an estimate of the financial effect of these items is not practicable at this time.