

A HEALTHY VIBRANT ONTARIO

BUSINESS PLAN

2020–2021 to 2022–2023

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(COVID-19 update)

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1. EXECUTIVE SUMMARY

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

For over 30 years, the Ontario Trillium Foundation's investments have reached communities across the province. As an agency of the government of Ontario, OTF has become a highly effective grantmaker to help people of all ages and backgrounds connect and live healthier lives. Investment in Ontario's communities – through grants and supports to the non-profit sector - is building a healthy and vibrant Ontario.

OTF's investment framework clearly defines how we invest and what we invest in. By focusing on community health and wellbeing indicators, public funds are going directly into communities to help people live more active lives; reduce social isolation; engage in community heritage and culture; develop children and youth; create green and sustainable spaces; and enhance economic wellbeing. And the focus on outcomes-based granting enables OTF to measure the social changes and the economic benefits taking place as a result of local investments.

With the emergence of COVID-19, there is heightened sensitivity to the impact this will have on the non-profit sector in Ontario. OTF will address the immediate, short-term, and longer-term needs of the sector to support recovery. In 2020-2021 OTF will significantly invest in the sector to address the impacts and help the sector to recover and rebuild.

Our strategy guides how OTF will continue to meet its mission through focus on three goals:

- 1) Deliver grants that improve the lives of Ontarians
- 2) Support Ontario's non-profit sector to innovate and deliver greater impact.
- 3) Being a high-value partner in the delivery of public funds

Outlined in the following pages are the agency's **priorities** for how OTF will invest in community-based initiatives over the next three years and ensure:

- Investments in high-impact grants that will deliver positive benefits to communities and the people of Ontario.
- In 2020-2021 Grow and Capital funds will be re-directed to support the rebuilding and recovery of the non-profit sector due to the impacts of COVID-19.
- Transparency in grant-making governance and administration that ensures effective investments of public funds.
- Unique volunteer structure with the goal of modernizing the appointments process to maintain a volunteer complement that enriches our local perspectives in grant decisions.
- Robust and scalable digital infrastructure with continued digital modernization that enables OTF to be effective and efficient.

- Customer service that delivers an excellent applicant experience with a digital first and citizen centered approach. OTF continues to improve the applicant experience and provide the supports needed for applicants and grant recipients.
- Expertise in impact measurement to better understand the impact of local investments and the social and economic benefits for people in Ontario.
- Investments that have economic and social benefits in the province of Ontario.

OTF looks forward to continuing its role as the Province's leading granting agency and high-value partner in administering public funds and supporting communities across Ontario.

At the Ontario Trillium Foundation, our grants make a difference for people in Ontario.

2. MANDATE AND STRATEGY

Our Mandate

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

Since 1982, OTF has invested public dollars to make life better for people in Ontario with a commitment to ensuring value for money in the use of these public funds. OTF investments reach all communities from all corners of the province.

The investment strategy provides the framework for the Foundation to make granting decisions that are based on local needs and knowledge through local volunteers across Ontario and supported by evidence to ensure investments can make the greatest impact for Ontarians.

OTF is one of Canada's leading grantmaking foundations distributing over \$100 million and supporting more than 600 local projects annually. OTF is an agency of the Government of Ontario funded through the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI). It also receives funding from the Ministry of Children, Community and Social Services (MCCSS) to execute additional funding programs to support unique initiatives that build healthy and vibrant communities.

As outlined in OTF's letters patent, investments in eligible charitable and non-profit groups help finance:

- time-limited, task-oriented grants, programs undertaken by such agencies; and
- the evaluation of the work and the improvement of the management and operations of such agencies.

Our Strategy

OTF improves the health and well-being of people in Ontario through three focused goals:

- 1) Deliver grants that improve the lives of Ontarians
- 2) Support Ontario's non-profit sector to innovate and deliver greater impact
- 3) Be a high-value partner in the delivery of public funds

1) Deliver grants that improve the lives of Ontarians

Objectives:

- Invest granting budget into Ontario communities in line with the Investment Strategy
- Demonstrate impact of our investments

** Given COVID-19 OTF will support the non-profit sector recover from the impacts of COVID-19 in 2020*

We invest over \$100 million each year in community-based initiatives that improve the lives of people living in Ontario. Our Board of Directors approves grants that are recommended based on robust, evidence-based grantmaking processes that:

- are the result of fair and transparent granting processes
- involve local volunteers in assessing and recommending high impact grants
- deliver through a well-defined, "digital first" grant application and review process
- foster deep community connections
- support multiple ministries through programs such as the Youth Opportunities Fund and Local Poverty Reduction Fund
- ensure accountability and value for money through strong governance and robust grant operations and procedures
- rely on evidence-based decision making and are informed by high quality data. OTF rigorously collects the data needed to measure the impact of all its investments.

The Investment Strategy (page 11) is our granting framework. It aligns with long-term indicators of community health and well-being for Ontarians. The Investment Strategy ensures:

- we are investing for impact in evidence-based projects that communities need and want
- we have a balanced portfolio of projects with immediate and medium- and long-term outcomes
- we reach all Ontarians, including Francophone, rural, Indigenous and LBTTQ+ communities, and other historically underserved groups such as youth, those affected by poverty, those with disabilities, and more.

2) Support Ontario's non-profit sector to innovate and deliver greater impact.

Objective:

- With community partners, advance the sector's capacity in research and development, accessing social finance and making better use of data and evidence

The work we do contributes to the health and vibrancy of communities and strengthens the impact of Ontario's non-profit sector.

In addition to the support provided through our granting programs, we support greater capacity building in Ontario's non-profit sector through a Partnership Investments program. Working with other funders and service providers in the non-profit sector, our partnerships help to deliver better outcomes for Ontarians by:

- Mobilizing relationships and resources in communities that will help build greater capacity of the non-profit sector.
- Supporting more innovation and the good use of data, measurement, and evaluation in the non-profit sector.

** OTF will align partnership investments with post-COVID recovery efforts.*

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

Objectives:

- Demonstrate effective and accountable stewardship of public funds.
- Explore new granting opportunities with government partners to deliver on shared priorities.

** OTF will support the government's priority for a safe recovery from COVID-19 for Ontario's economy through investments into the non-profit sector.*

OTF enables the Government of Ontario to invest public funds directly in local communities and making lives better for all Ontarians by delivering positive economic and social impact. After more than 30 years of delivering grants, the Foundation has evolved into a highly efficient, leading grantmaker that is cost-effective, accountable and evidence-based in our decisions to deliver value for money.

OTF is uniquely positioned to support multiple ministries in administering customized programs. These include the MCCSS' Youth Opportunities Fund and Local Poverty Reduction Fund. We have also supported previously active funds that include ON 150 Capital Fund and the Community Capital Fund.

Our Unique Value:

- **Maximizing every dollar:** OTF ensures operational efficiency and effectiveness and demonstrates value for money while we maximize the amount of funding we invest in communities.
- **Impact in communities in Ontario:** Funds that are invested locally make significant social and economic impact to improve the lives of Ontarians.
- **Strong accountability framework:** OTF's granting infrastructure (processes, systems and technology and expertise) and financial accountability, oversight and systems are designed to maximize accountability and efficiencies.
- **Effective fiscal management:** OTF invested more than \$108 million last year in local communities, on a relatively modest operating budget that has stayed consistent and aligned with program growth.
- **Strong governance and oversight:** A fully engaged Board of Directors with representation from across Ontario governs the affairs of the Foundation, provides strategic direction and approves each grant cycle investment into communities. The Board is appointed via Orders in Council.
- **Alignment with government priorities:** OTF is ensuring that it is aligned with key Government priorities and specifically the EY Line-by-line Review:
 - Evidenced-based decision making
 - Digital first
 - Citizen centered
 - Intergovernmental coordination
 - Demonstrated outcomes
 - Improved efficiency (cost and operational)
 - Service delivery modernization
 - Strong governance
- **Grants that benefit from local knowledge:** Up to 336 volunteers serve on Grant Review Teams in 16 catchment areas, bringing their local perspective and knowledge of community needs and diverse expertise to assess applications and recommend grants that will have the greatest possible impact.
- **Government Engagement:** OTF's unique model provides an opportunity for local engagement with Members of Provincial Parliament. Local projects enable grantees to connect with MPPs to create recognition opportunities that acknowledge the role of the Provincial government and offering ways for MPPs to experience the impact of OTF grants in their communities.
- **Support Government's COVID-19 recovery efforts:** OTF will quickly adapt to invest in the recovery efforts of the non-profit sector and the communities they serve. Leveraging established granting processes while aligning with the investment strategy – OTF will effectively and efficiently invest in post-COVID recovery efforts. Recovery efforts will enable non-profit organizations to build up their capacity and in turn positively impact communities they serve.

MISSION:

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

VALUES AND OPERATING PRINCIPLES:

Integrity & Fairness

Outstanding Customer Service

Change that Matters

Excellence

Knowledge and Learning

Transparency and Accountability

Equity & Inclusion

STRATEGIC GOALS:

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

Delivering grants that improve the lives of Ontarians

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

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



3. HOW WE INVEST: OTF'S INVESTMENT STRATEGY

OTF makes a real impact in the health and well-being of communities by investing in outcomes aligned with its 10-year Investment Strategy.

Introduced in 2015, the Investment Strategy identifies priority outcomes in six Action Areas that contribute to community health and well-being. These Action Areas - 'what we fund' - align with the Canadian Index of Wellbeing (CIW) and are based on its framework.

The CIW, introduced in 2009 and now housed at the University of Waterloo, regularly reports on the quality of life of Canadians—nationally, provincially and locally.

Action Areas

- 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
- Prosperous People: Enhancing people's economic well-being
- Promising Young People: Supporting the positive development of children and youth
- Green People: Encouraging people to support a healthy and sustainable environment

Funding Programs

Immediate and long-term positive change will be achieved in these six action areas by delivering grants through the following:

- Seed Stream: Starting projects at the idea or conceptual stage, a seed grant can be instrumental in establishing the foundation of projects that will support new or better ways of addressing community challenges, through pilot projects developing evidence to support new concepts, and by exploring feasibility of new innovative practices.
- Capital Stream: Infrastructure is essential to building community- and by broadening access to and improving/enhancing community spaces and programs it builds engagement of community members.
- Grow Stream: Funds community projects that are evidence-based and drive at achieving greater impact in their community by supporting the opportunity to launch, replicate or adapt a program, scale up or improve the quality of a current program.
- Youth Opportunities Fund: Provides grants and capacity building supports focused on improving the wellbeing of children, youth, and families facing systemic barriers. YOF has three granting streams: Youth Innovations, System Innovations and Family Innovations.
- Local Poverty Reduction Fund: Funded community-driven initiatives that support and evaluate poverty reduction initiatives, create partnerships, and help forge a body of evidence of programs that work for and improve the lives of Ontarians living in poverty through two streams. Both General and Indigenous streams are now in monitoring phase only.
- 2020-2021: Grow and Capital funds will be re-directed into a one-time Resilient Communities Fund. The fund will support the non-profit sector to recover and rebuild from the impacts emerging from COVID-19 so they can effectively meet the needs of communities across Ontario.

Local Decision Making: Grant Review Teams

Local community volunteers are integral to OTF grant-making. Up to 336 local volunteers (and an additional 10 for Youth Opportunities Fund) serve on Grant Review Teams to assess applications and make grant recommendations in their geographical catchment areas to the OTF Board of Directors.

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

Innovation and Impact

Through its partnership investments, OTF supports the non-profit sector to collaborate across sectors to build its capacity to innovate and to measure impact across Ontario communities. Using data and supporting the sector in demonstrating and sharing its outcomes and learning, OTF promotes the sector's ability to address community needs.

How we Improve the Lives of Ontarians

The Investment Strategy enables OTF to clearly and accurately predict and demonstrate the outcomes of our investments in the short, medium and long term.

- Since 2016 **over 3.7 million square feet of new or renovated space** across the province has been built by OTF grantees to contribute the health and vibrancy of local communities. Over the next three years, OTF investments will bring better outcomes across the six Action Areas to over **4 million people in Ontario**.
- Local grants have an immediate economic impact for program participants including: **improved abilities to meet basic needs**, opportunities to develop skills and knowledge that will lead to **greater financial independence**, and **jobs for Ontarians** that result from participating in new and expanded programs.
- OTF grants also benefit Ontario communities in the long term. This includes, reducing a sense of isolation, increasing trust, **enriching lives**, improving access to essential supports and **strengthening links between different cultural groups to ultimately create inclusive communities**.
- OTF is supporting the **recovery** and **rebuilding** of the non-profit sector to return to building healthy and vibrant communities.

Our work is delivered through our strategic lenses to ensure the right priorities are identified. They also reflect how the work will be delivered and aligned with government priorities:

- **Efficient and Effective:** Grantmaking programs deliver on value for money.
- **End User Focus:** Putting our applicants and grantees at the centre of our grantmaking to ensure our services and programs meet the needs of the non-profit sector so they can better support their communities.
- **Data Driven and Evidence Based:** Investing in initiatives that have the greatest impact for local communities and the people of Ontario.

INVESTMENT STRATEGY

What we fund



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



ACTION AREAS



Fostering more active lifestyles



Building inclusive and engaged communities together



Encouraging people to support a healthy and sustainable environment



Enriching people's lives through arts, culture and heritage



Supporting the positive development of children and youth



Enhancing people's economic wellbeing

PRIORITY OUTCOMES

Higher quality programming & infrastructure to support physical activity

More people become active

Diverse groups work better together to shape community

Reduced social isolation

More ecosystems are protected and restored

People reduce their impact on the environment

Better quality programming & infrastructure to experience culture, heritage and the arts

More people connect with culture, heritage and the arts

More children and youth have emotional and social strengths

More youth are meaningfully engaged in the community

Increased economic stability

Increased economic opportunity

GRANT RESULTS

Trained and certified coaches, officials and volunteers

Infrastructure is accessible and available for physical activity

People have a say shaping the services and programs that matter to them

People who are isolated have connections in their community

People participate in ecosystem conservation and restoration efforts

People connect with the environment and understand their impact on it

Arts, culture and heritage have appropriate spaces

Access to arts-based learning opportunities and compelling artistic, cultural and heritage experiences

Parents, caregivers and adult allies have the skills to support children and youth who are facing barriers

Youth facing barriers volunteer and are in leadership roles

People who are economically vulnerable have access to community services that enhance financial stability

People have the skills and knowledge to achieve greater financial independence

Programs are safe, inclusive, fair, and age- and ability-appropriate

Ontarians participate in an active lifestyle

People who are marginalized take on leadership roles in their communities

People who are isolated have connections in their community

Conservation and restoration efforts are better planned and more sustainable

People and resource users take deliberate actions to benefit the environment

Skills and knowledge are transferred to the next generation of artistic leaders

People are engaged in community-based arts creation

Children and youth who are facing barriers develop strong emotional and social skills

Youth are involved in creating solutions for challenges facing their communities

People who are economically vulnerable are able to meet their basic needs

People become and stay employed

Infrastructure for unstructured and structured physical activities

Ontarians participate in an active lifestyle

Diverse groups work together to improve community life

People who are isolated have connections in their community

Conservation and restoration efforts are better planned and more sustainable

Mechanisms are developed to promote responsible resource stewardship

Skills and knowledge are transferred to the next generation of artistic leaders

People are engaged in community-based arts creation

Children and youth who are facing barriers develop strong emotional and social skills

Youth are involved in creating solutions for challenges facing their communities

People who are economically vulnerable are able to meet their basic needs

People become entrepreneurs

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□ Grant Results that include a pre-/post-survey metric

🏠 Capital Grant Results

4. CURRENT AND FORTHCOMING PROGRAMS AND ACTIVITIES

OTF's implementation plan is our roadmap for the upcoming three years. The plan (see page 28) outlines the key activities to meet our key performance indicators and maintain focus on our strategic direction. The implementation plan is structured around OTF's annual critical path and identifies the key processes and milestones undertaken annually and how investments are made in local communities. The critical path delivers on the three goals of the Foundation and eight objectives (as noted on pages 4-7).

5. STRATEGIC PRIORITIES OF THE FOUNDATION 2020–2021

Support the recovery and rebuilding of Ontario's non-profit sector from impacts of Covid-19

- Support the government's priority for a safe restart and recovery for Ontario's economy.
- Support Ontario's non-profit sector to map out what they need to do, and when, to get back on the road to recovery.
- Contribute to Ontario's economic recovery by building long-term resilience in community-focused not-for profit organizations across the province.
- Leverage OTF's granting infrastructure and robust processes to launch a one-time Resilient Communities Fund.
- Complement existing emergency response funding already in place by local, provincial, and federal funders.

Digital Modernization

- Leverage on-line granting platform to increase overall efficiencies for our applicants, grantees, and OTF staff.
- Improve customer service delivery, through resources and tools to maintain or reduce costs of outreach.
- Expand digital solutions for outreach to increase opportunities for potential applicants to better understand the investment strategy with the goal of improved applications.
- Facilitate tracking and therefore measuring impact.

Drive Efficiencies

- Enterprise-wide drive to find efficiencies within the work we do to maximize investments into communities.

Improve the applicant experience

OTF will maintain a consistent and quality standard of customer service utilizing a user first lens and incorporates a variety of channels and approaches to:

- Improve applicant understanding of requirements and processes and address the diverse needs of Ontario communities.
- Offer enhanced and multiple support opportunities ranging from guidelines and tips to modules, group coaching and information sessions to one-on-one coaching.

Innovation and impact

- Focus partnership investments on strengthening the sector's capacity to innovate and measure the impact of its work in communities.
- Support applicants to understand and use evaluation and evidence.

Explore new granting opportunities with government partners on shared priorities

- New funding would enable the Foundation to further advance its mission by making investments in more local programs benefiting Ontarians, expanding partnerships to benefit the entire sector and support communities. OTF has a sophisticated granting infrastructure, processes and procedures and low operating cost ratio. New / incremental funding from government would leverage OTF's strong infrastructure and ensure new funding is put to use quickly and with maximum value to the sector.

6. RESOURCES NEEDED TO MEET GOALS AND OBJECTIVES

Operations: To meet the objectives in the plan, it assumes a combined total funding commitment of \$122 million with \$103.5 million annually from MHSTCI and \$18.5 million from MCCSS in 2020-2021 (MCCSS budget will be \$16.8 million after 2021 due to LPRF wind-down). OTF's ongoing approach to leveraging efficiencies has ensured the Foundation maintains a low operating cost ratio and effective staff complement, while OTF continues to experience high demand with \$4 requested for every \$1 funded.

Local Volunteers: OTF relies on up to 336 volunteers across the province to serve on Grant Review Teams (with an additional 10 volunteers supporting YOF grant reviews). Local volunteers bring essential local knowledge and are integral to the Foundation's unique community-based grantmaking process, assessing grant applications and making recommendations for approval by the Board of Directors.

Staffing: 130 engaged and well-trained staff are critical to our ability to implement effective and efficient granting processes, high level of support and customer service to the non-profit sector and ensuring transparency and accountability for how public funds are invested.

7. RISK MANAGEMENT

OTF has an Enterprise Risk Management (ERM) plan that is consistent with the provincial ERM Directive. It consists of the following:

- A Risk Profile, that identifies OTF's goals and summarizes the number and types of risk that could impact the successful achievement of those goals and objectives.
- A Risk Register tool for documenting risks and actions to manage each risk.
- A Risk Heat Map, which provides a visual snapshot of the severity and likelihood of each identified risk occurring.

Shortage of Orders in Council (OIC) appointed volunteers remains OTF's highest risk (with 37% positions filled in December). OTF has a Business Continuity Policy in place that has been tested. OTF's Business Continuity Plan was approved by the Board and is in place at this time. Project level risk assessments are articulated within each Project Charter for all new initiatives included in OTF's annual Operational Plan.

OTF management reports quarterly on the status of the risks to the Board (Risk Profile and Risk Heat Map). Once reviewed by the Board the Risk Profile is submitted to the Ministry.

The Risk Profile is included below.

Goal	Objectives	Metric*	2019-20 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant allocation into communities**	100%	OTF operations (policies, processes, people) do not enable successful delivery of the Board approved investment strategy	10	Strategy Operations Continuity
	Demonstrate the impact of investments in communities	% of grantees delivering projected results	80%	Grantees fail to achieve intended impact	5	
Goal 2: Support innovation in the non-profit sector to deliver greater impact	With community partners, advance the sector's capacity for research and development, social finance, and better use of data and evidence	% of Partnership Investment beneficiaries who report OTF as having a positive impact on their field	72%	OTF or its partners fail to achieve intended impact	1	Strategy Operations Continuity

Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets		Change in funding allocation from the Government that reduces grant investments into communities. OTF does not meet the Board approved operating budget.	6	Strategy Operations Continuity
	Explore new granting opportunities with government partners on shared priorities	Exploratory	n/a	Identified Granting programs do not align with OTF's mandate and investment strategy, or leverage OTF's operating model		

8. ENVIRONMENTAL SCAN

Stakeholder Assessment

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

The Foundation stays on top of key trends and challenges facing its stakeholders by:

- collecting information through grantee reporting, needs assessments and evaluations
- consulting external sources including Ontario government data and studies, Statistics Canada, the Canadian Index of Wellbeing and research reports
- supplementing the Foundation's knowledge based on trends and other stakeholder input through research, consultation and convening activities

Fiscal Environments and Economic Outlook

The total economic impact of Ontario's non-profit sector is estimated at \$50 billion annually. This represents more than 7% of GDP a figure greater than the automobile and construction industries combined. The sector employs almost one million Ontarians - 15% of Ontario's total workforce. In addition, the sector partners with over five million Ontarians who volunteer more than 800 million hours annually.

The non-profit sector in Ontario also delivers vital services to families and helps sustain economically vibrant communities. The impact of the sector in Ontario can be seen through its

many contributions, including programs supporting the province's health, culture, social services, housing, environmental conservation and economic development activities.

Economic stability is important to the province's non-profit sector. The organizations funded by OTF continue to identify financial sustainability as a key challenge, as they evolve their approaches to generating revenue, including more emphasis on social enterprise. OTF will continue to support the sector's efforts in this area.

Impacts of COVID-19 on the Non-Profit Sector

OTF's partners in the non-profit sector have identified numerous challenges. Grantees and survey research by the Ontario Nonprofit Network (ONN), l'Assemblée francophone de l'Ontario (AFO) and the Rural Ontario Institute (ROI) have identified major effects of the pandemic on non-profit organizations:

Non-profit organizations have been challenged to:

- Meet the health and safety needs of staff, volunteers and clientele
- Meet the growing demand for services
- Operate a facility
- Deliver a program or service (e.g. virtual delivery capacity)
- Generate revenue from donations and fundraising events
- Meet payroll, requiring layoffs or reduced hours and,
- Loss of volunteer support (e.g. from seniors).

Key implications:

- The impact of COVID-19 on the non-profit sector adds to financial pressures already being experienced by many organizations, which increases the demand for OTF funds.
- Recent survey data (July 2020) suggests that across Ontario 14% of non-profits have closed, 16% are partially operating, 52% have adapted service delivery to virtual, and just 11% are operating as usual
- Overall, 82% of non-profits in Ontario report having been financially impacted by Covid-19
- Of those non-profits operating in Ontario, 43% report having experienced increased demand for services, despite 59% reporting decreased revenues (due to: loss of membership/service fees, events admission, and private donations) and 23% reporting increased expenditures (due to: IT and technology, PPE, cleaning, insurance premiums).
- The shifting funding landscape includes changes to local, provincial, and federal funding sources. Across the province, non-profits face significant challenges in their ability to raise revenues.
- The sector is increasing its interest in and demand for the development of social enterprise and other innovative solutions, as organizations seek out diversified ways to achieve sustainability.

- Demographic trends such as an aging population, youth out-migration from northern and rural communities, population declines in some rural areas and rapid growth in Ontario's Indigenous communities are placing additional pressure on non-profits and OTF's funding.
- Consumer spending and the cost of housing is outpacing income growth, leading to high levels of household debt. While interest rates have steadied, households are still feeling the effect of recent increases, including rising debt service costs, leaving many households vulnerable and may lead to greater demands from the non-profit sector.

Legislative, Regulatory and Policy Environment

- Ontario's Not-for-Profit Corporations Act, 2010 (ONCA) provides a clearer definition of "public benefit corporations" and standards for financial reporting, including minimum requirements based on organization size.
- Social finance has been gaining attention at both the federal and provincial levels, including the establishment of the federal government's Social Finance Fund that plans to give charitable, non-profit and Social Purpose Organizations access to new financing to implement their innovative ideas, and connect them with non-government investors seeking to support projects that will drive positive social change.
- The Government of Ontario's Data Strategy Consultation may impact the non-profit sector's use and collection of data, as well as its access to it for the public's benefit
- The Superior Court of Ontario recognizes charities' unlimited right to nonpartisan policy advocacy to accomplish their charitable purposes.
- The Special Senate Committee on the Charitable Sector held extensive consultations with charities and non-profits that led to a report making 42 recommendations that touch on the people working in the sector, how the sector receives money, and how it is regulated.
- The Ontario Government's Framework to Re-Open the Province and public health guidelines will impact how non-profit organizations can rebuild and recover in order to return to service deliver.

Key implications:

- OTF will review changes to ONCA to determine how best to reflect up-coming changes in its systems.
- OTF continues to explore social finance options and opportunities for participating in social finance initiatives where appropriate, in cooperation with other government and sector stakeholders active in this field.
- OTF will continue to be a funder of projects to make new or to redevelop community spaces and services accessible across the province.
- OTF will monitor changing community needs through its access to local knowledge from volunteers and in partnership with community groups such as Ontario 211 and the Rural Ontario Institute.

- OTF will continue its leadership in supporting the Ontario Open Government Initiative and the Open Data Directive. OTF will also continue its efforts to adopt more streamlined and efficient funding practices.
- OTF is making it a priority to engage in partnerships to enhance the sector's use of data and evidence.
- OTF will support in the rebuilding and recovery of the sector through investments into non-profit organizations.

9. HUMAN RESOURCES

Overview

OTF strives to build a great workplace and retain skilled and dedicated staff, volunteers and leadership teams. This year, OTF's Talent and Engagement function will continue to focus on cultivating a high-performance team to deliver on the Foundation's mandate.

In 2018 OTF received the prestigious Most Admired Corporate Culture Award in the Broader Public Sector category. This designation is applicable for three years. OTF will continue to implement best practices in learning, development, performance management and recruitment opportunities that strengthen employee performance.

Human Resources Priorities

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

- To support a high-performance team and be an employer of choice
- To allocate the human resources required to meet OTF's granting obligations
- To continue to monitor the organizational structure and roles to ensure they are aligned to support the Foundation's Operational Plan and Strategic Plan
- To monitor compensation trends to ensure employees are rewarded appropriately
- To ensure employee health and safety in the workplace as employees return to workplaces post-COVID-19.

Summary of Staff Numbers

For 2020–2021 the staffing complements for the Foundation's operations, including the Youth Opportunities Fund and the Local Poverty Reduction Fund, consists of 130 full-time equivalents, consistent with the previous year. In 2019 OTF put in place staffing and operational changes (a reduction of 12 FTE) to capture efficiencies.

Compensation Strategy

OTF's compensation should be competitive to attract and retain talented staff, while at the same time comply with Government direction on fiscal responsibility. OTF aligns its compensation to the Broader Public Sector in Ontario. OTF's current compensation structure is at the median of the market.

OTF is in full compliance with the August 13, 2018, directive on a salary freeze for executives.

Learning and Professional Development Strategy

A learning and professional development strategy is being undertaken with a vision to create a learning culture where employees feel inspired and empowered to learn the skills and knowledge they need to achieve high performance for growth now and in the future. The strategy sets the following goals:

- To understand better when, where, and why our investments have the impact they are having.
- To support staff for development and growth at all levels of the organization.
- To continue to strengthen staff and volunteer knowledge and understanding of the communities OTF serves, and their priorities.
- To ensure staff are well equipped to perform expectations of their jobs.

Volunteer Management Priorities

1. Modernizing and Streamlining Volunteer Recruitment

The Foundation requires a sufficient number of diverse, committed and engaged Grant Review Team volunteers. Local volunteers are integral to the Foundation's unique community-based grantmaking process, assessing grant applications and making recommendations for approval by the Board of Directors. The high vacancy rate of volunteer positions presents a risk to OTF and addressing this is a priority as OTF will continue to work with MHSTCI to modernize volunteer appointment process.

2. Training A Strong and Engaged Body of Committed Volunteers—Key to Local Decision Making

OTF consistently makes volunteer engagement a priority. The ongoing development and support of our volunteers is fundamental to achieving our mission.

OTF is committed to implementing a Learning Agenda for volunteers that strengthens their ability to perform their duties and promotes OTF as a positive volunteer opportunity. We will also increase volunteers' knowledge for making effective decisions by mitigating bias. We will expand their understanding of issues affecting equity-seeking groups to ensure fair and unbiased granting. We will also continue to enhance the leadership capacity of the Grant Review Team Chairs with tailored training. As well, regular education sessions at Grant Review Team meetings, among other strategies (grantee presentations, community reports, etc.) will continue.

10. PERFORMANCE MEASURES AND TARGETS

The 2020–2021 fiscal year will be the Foundation’s sixth year with an outcomes-based Investment Strategy. OTF can accurately track, measure and report on the impact of our investments because our approach aligns our strategy and granting methodology with our data architecture and analytics.

OTF reports quarterly to the Ministry on progress against key performance indicators.

Measuring the Outcome of Grants

Demonstrating Impact

The Foundation’s Investment Strategy has been designed to clearly and accurately predict and demonstrate the outcomes of our investments in the short, medium and long term. Currently the Foundation can project the scope of our impact based on applications received and investments made.

- It is expected that over the next three years, OTF investments will bring better outcomes to over **4 million people in Ontario** through Grow grants made in the last three years. For example OTF Grow grantees have helped more than 300,000 people increase their physical activity by 1 million hours weekly; and assisted nearly 1,000 people to gain employment.
- Capital investments have helped grantees develop **over 3.7 million square feet of new or renovated space** across the province over the last three years. This new space will be used by the people of Ontario for increased physical activity and more arts programming, as well as for initiatives aimed at increasing economic prosperity for people across the province.

The Foundation also collects information about the **economic impact** of our investments as well as the volunteer contribution made to support the efforts of our grantees at the end of each grant. Since 2015, 210 Grow grants have finished and a meaningful analysis on Grow outcomes is underway.

- OTF’s measurement framework.
 - Grant results: All grantees are required to report on grant results, overall impact and accountability for project budgets and expenditures.
 - For the more significant Grow investments: Standardized pre- and post-evaluation surveys are used to report on how people have benefited from the initiatives delivered by grantees.
 - Balanced Portfolio Approach: This will be maintained to ensure that OTF invests for short-, medium- and longer-term changes that benefit the people of Ontario.

See the Investment Strategy on Page 11 for details of the Grant Results, Priority Outcomes and Canadian Index of Wellbeing indicators.

Investment through the Resilient Communities Fund will aid in non-profit organizations medium to longer-term recovery efforts, help with their stabilization and build their capacity and resiliency in the aftermath of COVID-19. OTF will measure and report on how the funds provided to grantees addressed specific impacts of COVID-19 and helped build resilience and recovery from the pandemic.

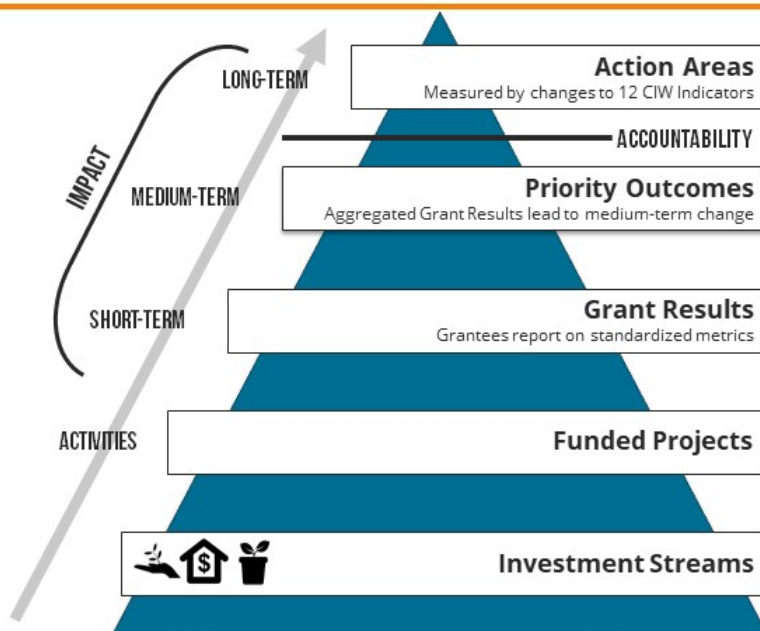
Outcomes-based Investment Strategy

OTF's Investment Strategy provides the framework of 'what will be done' and 'how it will be done'. It measures the short-, medium- and long-term outcomes of our granting. The following illustrates the intricacies of the strategy:

ACHIEVING LONG-TERM IMPACT



Our Investment Strategy was designed carefully so that we can measure the specific changes that occur as a result of our investments



Seed Grants

Grant recipients are eligible for up to one year of funding to a maximum of \$75,000.

- The expected results and outcomes that OTF is tracking are shorter term.
- While it is anticipated that these grants will have positive impacts over the longer term, the volume, size and duration of these grants requires evaluation at the grant-result level.
- Grantees report on their end-of-grant result, and what the group has been able to learn from the grant is anticipated to guide the group for future planning.

Grow Grants

Grant recipients are eligible for two or three years of funding to a maximum of \$250,000 per year with the maximum grant capped at \$750,000.

- The expected results and outcomes that OTF is tracking are longer term.
- To date, more than 400 Grow grantees are using standardized pre- and post-survey tools as part of the grant evaluation, with over 85,000 people across Ontario filling out the surveys to provide outcomes on the grant programs. These tools are enabling grantees to carry out detailed evaluations of the pre- and post- impact of their initiatives and learn from the results for future improvement of their programs or interventions.

Capital Grants

Grant recipients are eligible for up to one year of funding to a maximum of \$150,000.

- The expected results and outcomes that OTF is tracking are shorter term.
- Results are measured by analyzing impact collectively across all grants.

Resilient Communities Fund – 2020/2021

OTF established the Resilient Communities Fund as a one-time support to help the non-profit sector recover and rebuild from the impacts from COVID-19 so they can effectively meet the needs of communities across Ontario.

OTF is investing in projects of eligible non-profit organizations to aid their medium to longer-term recovery efforts, help with their stabilization and build their capacity and resiliency in the aftermath of COVID-19.

This fund is providing a flexible range of objectives over two deadlines to address the diverse needs of organizations and to support them where they are at in their recovery and rebuilding.

Measuring OTF's Performance—Key Performance Indicators and Risk Profile

OTF measures and tracks the overall performance of the Foundation through Key Performance Indicators.

Please note: measures apply to all OTF, except where indicated.

Goal	Objectives	Metric*	2019-20 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant allocation into communities**	100%	OTF operations (policies, processes, people) do not enable successful delivery of the Board approved investment strategy	10	Strategy Operations Continuity
	Demonstrate the impact of investments in communities	% of grantees delivering projected results	80%	Grantees fail to achieve intended impact	5	
Goal 2: Support innovation in the non-profit sector to deliver greater impact	With community partners, advance the sector's capacity for research and development, social finance, and better use of data and evidence	% of Partnership Investment beneficiaries who report OTF as having a positive impact on their field	72%	OTF or its partners fail to achieve intended impact	2	Strategy Operations Continuity
Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets	≤100%	Change in funding allocation from the Government that reduces grant investments into communities. OTF does not meet the Board approved operating budget.	6	Strategy Operations Continuity
	Explore new granting opportunities with government partners on shared priorities	Exploratory	n/a	Identified Granting programs do not align with OTF's mandate and investment strategy, or leverage OTF's operating model		

- | |
|---|
| <input type="checkbox"/> OTF acknowledges full compliance with public reporting requirements (fulfilment of fiduciary compliance) |
| <input type="checkbox"/> OTF acknowledges that work to reach the above goals is aligned with a citizen first and digital philosophy, evidence-based decision making and is achieving efficiencies and improvements through service delivery modernization, cost efficiency and individual and business supports |

*The OTF Quarterly Investment Summary Report will continue to track and report on detailed breakdowns of what grants are being recommended/approved in terms of action areas, priority outcomes, organization type, size, location, communities benefiting, etc.

**Surveys of participants in OTF-supported activities and events (quarterly); and survey of partnering organizations (annually).

11. FINANCIAL BUDGET AND STAFFING

Ontario Trillium Foundation	2018-19	2019-20	2020-2021	2021-22	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	FORECAST	FORECAST	FORECAST
PROVINCE OF ONTARIO						
MHSTCI - Community Investments	100,000	103,497	103,497	103,557	103,557	103,557
MCCSS - Youth Opportunities Fund	17,026	16,826	16,826	16,826	16,826	16,826
MCCSS - Local Poverty Reduction Fund	14,306	7,300	1,700	0	0	0
1> TOTAL PROVINCIAL FUNDING	131,332	127,623	122,023	120,383	120,383	120,383
2> TOTAL OTHER GOV'T FUNDING	0	0	0	0	0	0
SELF GENERATED REVENUES						
Investment Income	3,461	3,677	850	850	850	850
Other: Change in Deferred Contributions	2,066	4,415	2,533			
Rescinded or Recovered Grants	4,054	4,615	3,300	3,300	3,300	3,300
3> TOTAL SELF GENERATED REVENUES	9,581	12,707	6,683	4,150	4,150	4,150
4> TOTAL REVENUE: 1+2+3	140,913	140,330	128,706	124,533	124,533	124,533
EXPENDITURES						
Salaries & Benefits:						
MHSTCI - CI	11,884	10,824	11,070	11,181	11,293	11,406
MCCSS - YOF	1,580	1,552	1,696	1,713	1,730	1,747
MCCSS - LPRF	535	387	417	0	0.00	0
TOTAL SALARIES AND BENEFITS	13,999	12,763	13,183	12,894	13,023	13,153
Grants:						
MHSTCI - CI	94,060	101,801	93,261	91,750	91,850	91,850
MHSTCI - Innovation & Impact Partnerships	1,400	1,187	1,357	1,357	1,357	1,357
MCCSS - YOF	14,088	13,223	13,113	13,113	13,113	13,113
MCCSS - LPRF	12,849	7,255	1,006	0	0	0
Program Delivery / Grantmaking expenses	3,194	2,847	4,464	3,678	3,577	3,472
Support Services	945	936	2,072	1,576	1,533	1,488
5> TOTAL EXPENDITURES	140,535	140,012	128,456	124,368	124,453	124,433
Net Income Surplus/(Deficit): 4-5	378	318	250	165	80.00	100
Amortization of capital assets	378	318	250	165	80.00	100
Net Income Surplus/(Deficit) After Amortization	0	0	0	0	0	0
Net assets (deficit), beginning of year	2,572	2,572	2,572	2,572	2,572	2,572
Net assets (deficit), end of year	2,572	2,572	2,572	2,572	2,572	2,572

As part of OTF's ongoing commitment to expenditure management OTF continues to drive efficiencies and budget numbers continue to reflect OTF's ongoing commitment to expenditure management, including Bill 124, Protecting a Sustainable Public Sector for Future Generations Act, 2019.

12. INFORMATION MANAGEMENT

For fiscal year 2020–2021, OTF will

1. Continue to strengthen OTF's ability to make evidence-based decisions.
2. Improve the end-user experience.
3. Continue to focus on cloud-first strategy that during Covid-19 enabled OTF to switch to remote work with no loss in productivity or disruption of services to grantees.
4. Continue to focus on IT reliability and security and ensure it is state of the art.
5. Deliver on Government priority of digital first and service modernization, last year OTF transitioned to a cloud-based financial system. This enabled OTF to pivot quickly as a result of COVID-19 and continue to flow funds to grantees in a timely manner.
6. Enhance management systems, and other business applications (HRIS and others) with an end-user in mind.
7. Continue to implement our Business Intelligence strategy to support integrated reporting of operational and investment results.
8. Support increased technical literacy for our staff and volunteers to use the digital tools that are in place.
9. Continue to be a sector lead on the Open Data/Open Government Initiatives.

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

Business Intelligence Framework: With a solid Measurement, Evaluation and Business Intelligence (BI) plan now in place and under way, OTF will focus on continuing to implement the Foundation's Business Intelligence Framework. OTF's BI framework improved access to all the data collected – from applications, granting and grant reporting and evaluation – and uses the data to better understand granting processes, effectiveness and impact of community grants and improve the Foundation's decision making.

Customer Relationship Management: Our Customer Relationship Management system will better integrate with our grant management system, enabling us to engage stakeholders with information at the right time in the right place, and eventually create digital relationships with Ontarians. Last year OTF received 10,597 phone calls 6,840 emails from applicants and the CRM system supports OTF's customer support centre to efficiently manage incoming communications and ensure a high-quality and consistent experience. OTF will be better able to provide efficient and customer-centric interactions to its stakeholders.

Cloud-based solutions: Risks have been minimized on the infrastructure side, due to outsourcing of the granting platform and other business systems. Whenever possible and where it makes good business sense, cloud solutions have been selected for new systems. To date, over 80% of OTF's systems have been successfully migrated to cloud solutions or host providers.

Technical Literacy: Technical literacy training to both staff and volunteers to foster a digital first mindset, and we will enhance technical training to enable them to function effectively in a paperless OTF environment.

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

13. INITIATIVES INVOLVING THIRD-PARTY PARTNERSHIPS

OTF partners with private, public and corporate funders to support shared goals, priorities and sector needs in Ontario that go beyond its granting investments in communities.

Beginning in 2016–2017, OTF introduced a targeted approach to invest in initiatives that engage third parties in ways that support key Foundation objectives. OTF's Partnership Investments are now the primary focus of its capacity building and other technical assistance activities, which are designed to support greater impact on the part of future and current grantees.

OTF enters into and invests in partnerships with other funders and leading organizations in Ontario's non-profit sector to help build the capacity and resiliency of the sector. This includes activities such as convening, information sharing and technical assistance that complement our other granting investments.

Current examples of partners include:

- Ontario Nonprofit Network,
- Community Foundations Canada,
- Philanthropic Foundations Canada,
- l'Assemblée francophone de l'Ontario,
- Circle on Philanthropy and Aboriginal Peoples in Canada.

Under this Business Plan, OTF's partnership investments and activities will focus on:

- Innovation: building the capacity of the sector to find new ways to address challenges in their communities and to attract new sources of financing
- Impact: building the capacity of the sector to share data and learning and tell the story of their impact.
- Responding to impacts of COVID-19

APPENDICES

Appendix A: Implementation Plan

Appendix B: Communications Plan

Appendix C: OTF Risk Profile

APPENDIX A: IMPLEMENTATION PLAN

OTF's Business Planning Process is to identify the goals and broad outline of the upcoming year with approval from the Board in Q3. The detailed Implementation Plan for the strategies described in the Business Plan are then developed and completed, in conjunction with departmental planning and budgeting activities throughout the Foundation. What follows is a provisional Implementation Plan, to be finalised by January 2020.

Planning Assumptions

This Business Plan is based on the following key assumptions:

- The Foundation's plan, including projected funding revenues and expected expenditures supports the overall policy direction of the Government of Ontario, as well as the Vision and Strategies of the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI).
- The Government of Ontario, through the MHSTCI, will provide OTF with a minimum annual allocation of \$103.497 million in 2020–2021, as well as in the subsequent two years.
- The Government of Ontario, through Ministry of Children, Community and Social Services (MCCSS), will provide OTF with annual amounts as per the contract with the Youth Opportunities Fund and Local Poverty Reduction Fund (\$22 million in 2019–2020, and \$16.4 million in 2020–2021, with MCCSS for LPRF funding declining as originally planned).
- There will be a sufficient number of volunteer Grant Review Team members with the authority to vote on recommendations of grants for Board approval.
- OTF's grant investments will adapt in 2020-21 to address the impact of Covid-19 on Ontario's non-profit sector and the communities they serve.

Planning Commitments

- OTF will continue to measure the impact of its grants to demonstrate effectiveness and to collect and analyse data to support evidence-based decision-making.
- Efficiencies and effectiveness of the Foundation will remain high.
- Systems and staffing infrastructure to support effective granting and reporting on results is critical.

GOAL	OBJECTIVE				2020								2021			
					Q1			Q2			Q3		Q4			
					Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
DELIVER GRANTS THAT IMPROVE THE LIVES OF ONTARIANS	<u>Invest granting budget into Ontario communities in line with Investment Strategy:</u> - Deliver a portfolio of grants that align with the investment strategy - Deliver granting timeframes for 2020-2021 fiscal year - Provide excellent customer service and support to applying organizations to develop strong applications - Deliver outreach and service delivery to communities across Ontario including underserved communities such as Franco-Ontarian, Indigenous and LGBTQ+ - Continue to ensure equitable access and consistent implementation of granting programs including geographically and with under-represented groups.	S E E D	Outreach	Jan -Feb												
			Application period / Grant Deadline	Jan 15 - Feb 26, 2020												
			Application Assessment Period (OTF Staff and Grant Review Teams) and GRT meetings	Mar-20												
			Board meeting - Approve Seed Grants													
		Deadline 1														
		C O M M U N I T Y F U N D S	Outreach - Resilient Communities Fund													
			Application period / Grant Deadline													
			Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
			Board meeting - Approve Resilient Communities Fund Grants													
			Deadline 2													
	Outreach - Resilient Communities Fund															
	Y O F	Application period/Grant Deadline														
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings														
		Board meeting - Approve Resilient Communities Fund (Deadline 2)														
		Outreach														
		YOF Application period and Deadline (Expression of Interest)														
		Application support YOF application Deadline														
		Application Assessment (OTF staff and Grant Review Committee) and GRC meetings														
		Board meeting - Approve YOF Grants														

GOAL	OBJECTIVE				2020										2021		
					Q1			Q2			Q3			Q4			
					Ap	Ma	Ju	Jul	Au	Se	Of	No	De	Ja	Fe	Ma	
Support Ontario's non-profit sector to innovate and deliver greater impact.	<u>With community partners, advance the sector's capacity in research and development, accessing social finance and making better use of data and evidence:</u> - Leverage partnerships that enable collaboration and innovation among organizations to build a stronger non-profit sector - Build the capacity of the sector to innovate and attract new sources of finance - Advance the sector's use and sharing of data and learnings to demonstrate their impact		Partnerships investments														
BE A HIGH VALUE PARTNER IN THE DELIVERY OF PUBLIC FUNDS	<u>Demonstrate effective and accountable stewardship of public funds.</u> - Maintain transparent and effective investment in local communities. - Ensure modest administrative expenditures by way of comparison with other direct government investment models. Manage risk and ensure accountability in our granting processes: - Strong Enterprise Risk Management processes aligns with OTF Strategy, industry standards and Government of Ontario priorities and requirements.		Reporting to MHSTCI / MCCSS	Q1		Annual Report	Q2			Q3	Business Plan		Q4				
	OTF AGM																
	<u>Explore new granting opportunities with government partners to deliver on shared priorities:</u> - Leverage strong governance and granting practices to take on additional granting opportunities		Board meetings and AGM		11-Jun		24-Sep			3-Dec			4-Mar				
	Exploration of new granting opportunities	TBD															

APPENDIX B: COMMUNICATION PLAN

Priorities

- Strong brand stewardship
- Stakeholder engagement
- Communications excellence through effective and efficient practices

Audience	Objectives	Outcomes
Applicants and Grantees	Clearly communicate the OTF Investment Strategy	Grants that are aligned with OTF's Investment Strategy
Ontarians	Raise awareness of OTF's and the government's commitment to supporting local communities	Understand the impact of OTF's grants that build healthy and vibrant communities
Ontario Government	Effective and responsible stewardship that drives results	Ontario Government turns to OTF as Grantmaker of Choice
Private, Public and Non-profit Sectors	Thought leadership and knowledge mobilization	<ul style="list-style-type: none"> • Strengthen the impact of the non-profit sector • Relationships and partnerships that offer value-add opportunities
Staff and Volunteers	Effective internal communications and information sharing	A high-performance culture

Priority 1: Brand stewardship		
Strategy	Actions	Timing
Integrated digital strategy	<ul style="list-style-type: none"> Ensuring we apply an audience first approach to integrating digital communications across all channel: <ul style="list-style-type: none"> Rollout a redesigned otf.ca – with goal to provide a user first online and customer experience and engages and inspires audiences in our work. Advance our communication with our audiences by undertaking audience acquisition through increased use of analytics and targeted communications. Leverage owned assets (e.g. newsletters and social media) and implement content strategy to: <ul style="list-style-type: none"> Enhance story-telling narrative into our communications to bring greater visibility of our grantees, to a) support their work and increase chances of success for applicants b) increase access to resources and support c) show the impact of investing in programs in local communities across Ontario. Bring visibility and raise awareness of the government's investments in communities through OTF. Advance thought leadership. 	2020–2023

Priority 2: Stakeholder engagement		
Strategy	Actions	Timing
Government Engagement strategy	<p>Enable OTF to provide relevant and ongoing information about the impact of investments locally in addition, ensure OTF leverages opportunities across government Ministries and reinforce our role as a Grantmaker of Choice. This includes:</p> <ul style="list-style-type: none"> Outreach and opportunities to engage key government contacts and MPPs to keep them informed and updated on OTF activities. Engage MPPs to support grantees in their communities. 	2020–2023

Continue outreach and engagement with underserved communities	Enhance and support targeted outreach to underserved communities including rural and Francophone. Utilize efficient spend in digital channels to communicate relevant information.	2020–2023
Amplify local grantee recognition events	Identify opportunities for OTF to leverage local events to broaden communication and reinforce impact of local granting.	2020–2023

Priority 3: Communication excellence through effective and efficient practices		
Strategy	Actions	Timing
Leverage data and metrics collection	Ongoing collection and analysis of communications metrics and data (media stories, web, social media etc.) to inform communication planning.	2020–2023
Develop skilled communicators across the organization	<ul style="list-style-type: none"> Support development of knowledge and skills to build communication capacity of OTF employees. Develop and share key resources to ensure consistent and accurate messaging about OTF. 	2020–2023
Apply a strategic approach to supporting internal communication needs	Maintain high level of customer service for internal audiences by providing strategic and tactical communication support: <ul style="list-style-type: none"> Ensure consistent communications across all channels and assets. Provide strategic communication council Establish issues management protocols to monitor, identify and respond to issues. 	2020–2023

APPENDIX C: OTF RISK PROFILE

OTF has and Enterprise Risk Management (ERM) plan that is consistent with the provincial ERM Directive. the following:

- A Risk Profile, that identifies OTF's Goals and summarizes the number and types of risk that could impact the successful achievement of the goals and objectives.

Measuring OTF's Performance—Key Performance Indicators and Risk Profile

Goal	Objectives	Metric*	2019-20 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant allocation into communities**	100%	OTF operations (policies, processes, people) do not enable successful delivery of the Board approved investment strategy	10	Strategy Operations Continuity
	Demonstrate the impact of investments in communities	% of grantees delivering projected results	80%	Grantees fail to achieve intended impact	5	
Goal 2: Support innovation in the non-profit sector to deliver greater impact	With community partners, advance the sector's capacity for research and development, social finance, and better use of data and evidence	% of Partnership Investment beneficiaries who report OTF as having a positive impact on their field	72%	OTF or its partners fail to achieve intended impact	2	Strategy Operations Continuity
Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets	≤ 100%	Change in funding allocation from the Government that reduces grant investments into communities. OTF does not meet the Board approved operating budget.	6	Strategy Operations Continuity
	Explore new granting opportunities with government partners on shared priorities	Exploratory	n/a	Identified Granting programs do not align with OTF's mandate and investment strategy, or leverage OTF's operating model		