

**OTF Investment Summary Report**  
**2021/2022 Community Building Fund - Operating**



Approved by the Board of Directors,  
August 19, 2021  
2021-2022 Community Building Fund- Operating  
OTF Granting Investments

# OTF Investment Summary Report

## 2021/2022 Community Building Fund - Operating



COVID-19 has had unprecedented impacts on many non-profit sectors essential to the fabric of Ontario and its communities. Among the hardest hit sectors, the tourism, culture, arts, heritage, sport and recreation have suffered significant operational and financial impacts, resulting in a “triple threat” of health, economic, and social crises in the province. To address operational needs and support the broader recovery of these sectors that are so critical to the vibrancy of Ontario and its communities, the government of Ontario is investing \$105 million through the Community Building Fund (CBF). The Ministry of Heritage, Sport, Tourism, and Culture Industries provided oversight to the development of two CBF funding streams to be delivered by the Ontario Trillium Foundation. The first stream is focused on operational impacts. It was released March 31, 2021 and will distribute ~\$46M to organizations across the province.

### Introduction

Due to the impact of COVID-19, a range of regionally critical organizations from museums and theatres to tourist attractions and sport facilities, were forced to either shut down completely or have severely limited openings due to provincial restrictions and consumer concerns regarding the pandemic.

These organizations are essential to community life supporting their local economy and employment opportunities and social wellbeing and cultural experiences for visitors and residents alike. The CBF Operating Stream is intended to ensure they remain viable and continue to provide quality of life experiences, services, jobs, educational opportunities and programming for Ontarians, including vulnerable populations and those in rural and Northern communities, critical to helping communities re-emerge as tourist destinations, cultural hubs and active sport and recreation centres enabling broader economic and social recovery.

The Community Building Fund Operating Stream provides grants of \$10,000 to \$250,000 to Non-Profit organizations and Indigenous communities in the Community Arts and Culture, Heritage, Tourism, Sports and Recreation sectors to support the following outcomes for eligible organizations:

- Transform operations to meet public health requirements
- Maintain viability to operate facilities and/or deliver experiences or programs in the short and medium term
- Ensure sustainability to operate facilities and/or deliver experiences or programs in the long term
- Adapt to new ways of working
- Meet changing needs of program and service delivery
- Enhance visitor or participant experiences

# **OTF Investment Summary Report**

## **2021/2022 Community Building Fund - Operating**



Funding through the Community Building Fund Operating Stream will assist organizations to not only sustain operations, but to create new attractions and experiences that will contribute meaningfully to the economic and social prosperity of communities as they re-emerge from the impacts of the COVID-19 pandemic.

The following report will provide a summary and analysis of applications approved by the Board of Directors for the June 2021 deadline of the Community Building Fund Operating Stream.

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# OTF Investment Summary Report

## 2021/2022 Community Building Fund - Operating

### Schedule 1: Executive Summary

#### 1.1 Cycle highlights:

- **1,588 applications** were received this cycle, **requesting \$110.3M** for organizational recovery and rebuilding initiatives
- The Board of Directors **approved 648 projects totalling \$46 M**
- The **demand rate is \$2.40** requested for every dollar approved
- Demand rates from Toronto (\$4.80), Champlain (\$3.07) and DHKPR (\$2.40) catchments were above or equal to the OTF average
- **73% of organizations** approved for funding reported **revenue losses of 50% or higher**, overall reporting **83% (15,012,522) fewer people served and 54% (10,684) fewer jobs**
- **78% of organizations** approved for funding reported an **operating capacity of 50% or less** compared with pre-COVID operations
- **Only 37% of organizations approved for funding project operational sustainability beyond 10 months** without funding support, **whereas 71% expect to sustain operations beyond 10 months** with CBF Operating Stream funding
- At **38%**, **Arts** organizations receive the **highest share** of approved investments
- At **4%**, **Tourism** organizations received the **smallest share** of approved investments
- Ability to **generate revenue (96%)**, to **deliver on mission (83%)** and to **operate facilities (81%)** were the most frequently identified **COVID Impacts** reported by successful applicants
- **Maintain viability (81%)**, **ensure sustainability (72%) to operate facilities and deliver programs** and **meet changing needs for program delivery (68%)** are the 3 most frequently identified **project outcomes** selected by approved organizations
- **0.5% of the approved investment** is to organizations **serving Black communities**, **4.9%** to those serving **Indigenous communities**, **4.6%** to **Francophone** organizations and **3.9%** to those serving **other racialized groups**
- **12% of applicants (196)** were declined at the Organization Eligibility stage. Of these, **78% do not have a significant presence** in the funding sectors and **48% do not operate a facility or deliver programs open to all Ontarians**
- **22% of applicants (345)** were deemed ineligible at the Organization Assessment stage. Of these, **63% were declined due to not having the appropriate financial statements**
- **91% of Grant Review Team members scored all applications assigned to them**, indicative of sustained high engagement during this period

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### 1.2 Sector Noteworthy Grants

Below, we highlight some of the requests that are being approved:

#### Arts

The Grant Review Teams are recommending a **\$17.6M investment into 249 organizations with a significant presence in the Arts sector**

Through a \$42,100 Government of Ontario Community Building Fund Operating Grant, the Burl-Oak Theatre Group will continue to remain viable to operate its studio facility and deliver arts experiences annually to around 7500 audience members from all ages in the Oakville community and beyond. Specifically, support for the rental of its studio (its main space for production, rehearsals, and storage for props and outfits), and for some virtual production and streaming capacity will enable this volunteer-run organization to rebuild and recover from the devastating impact of the pandemic in the short and medium term.

#### Culture

This cycle, **\$5.5M worth of investments** are recommended to support **67 organizations with a significant presence in the Culture sector**

A Government of Ontario Community Build Fund – Operating Grant of \$244,200 will support operations at Kay-Nah-Chi-Wah-Nung Historical Centre, a historically significant meeting place, located along the Rainy River in Stratton, Ontario. Operated by the Rainy River First Nation, this heritage site, also known as Manitou Mounds, is home to the largest concentration of burial mounds in North America and was designated a National Historical Site in 1969. A key tourism destination and cultural attraction within Treaty #3, Kay-Nah-Chi-Wah-Nung Historical Centre cares for 20,000 artifacts, offers educational programming and workshops focused on Anishinaabe history, language, geography, and culture.

#### Heritage

Grant Review Teams are recommending an investment of **\$3.2M into 64 organizations with a significant presence in the Heritage sector.**

Notable for being the only archaeological site in Ontario and one of only three in Canada to be designated in the Canadian Register of Historic Places, the Museum of Ontario Archaeology's Lawson site is a pre-contact Neutral Iroquoian 500-year-old village overlooking Medway River and Snake Creek in northwest London. Deeply impacted by a drop in attendance, loss of staff and closures due to COVID-19, this \$71,200 Government of Ontario Community Building Fund Operating Grant will ensure sustainability to operate the facility and to deliver experiences or programs over the long term by funding a full-time Digital Programming and Communications Officer to lead the transformation and delivery of digital programming and optimize the museum's social media platforms and website.

#### Recreation

An investment of **\$8.1M across 89 organizations** is recommended **for organizations with a significant presence in the Recreation sector.**

Rendez-vous des aînés francophones d'Ottawa (RAFO) is a Francophone organization serving seniors, a population that was significantly impacted by the pandemic including increased feelings of isolation. After being closed for longer periods during the pandemic, RAFO with a \$48,000 Government of Ontario Community Building Fund Operating Grant RAFO will engage the community through communication and promotion in the Ottawa area. This grant will help the organization maintain viability to operate facilities and delivery programs and adapt to new ways of working.

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### Sports

This cycle the Grant Review Teams are recommending nearly **\$9.5M of investments in 152 organizations with a significant presence in the Sports sector.**

With the support of a Government of Ontario Community Building Fund Operating Grant of \$21,900, the Cabbagetown Group Softball League (CGSL) will be able to effectively transform their operations to meet public health requirements with new contact tracing and enhanced cleaning capabilities as they work to welcome back community participants and players for the 2021 season. CGSL provides opportunities for over 350 LGBTQ2+ persons and their supporters to play softball in an atmosphere free from discrimination and has become a vibrant force in the Downtown Toronto LGBTQ2+ community through its annual events, celebrations, volunteer work and charitable activities.

### Tourism

Nearly **\$1.9M in investments to support 27 organizations** is being recommended by Grant Review Teams this cycle **for organizations with a significant presence in the Tourism sector.**

The Fergus Scottish Festival is a major tourism attraction in Fergus, Ontario that attracts over 25,000 visitors annually to Fergus and Centre Wellington Township. The festival injects \$3 million annually into the local economy. During the past two years, the live festival was not able to take place. With a \$50,000 Government of Ontario Community Building Fund Operating Grant, the organization will be able to adjust operations to meet public health requirements and return to a live festival in 2021.

### 1.3 Sign-Offs

Sign-Off from Chairs: Each GRT Chair has signed off on the recommendations of their GRT.

Compliance with OTF Policy: The Vice-President, Community Investments has reviewed granting policy compliance. The Vice-President, Community Investments confirms that all recommended grants are within the granting policies of the Foundation.

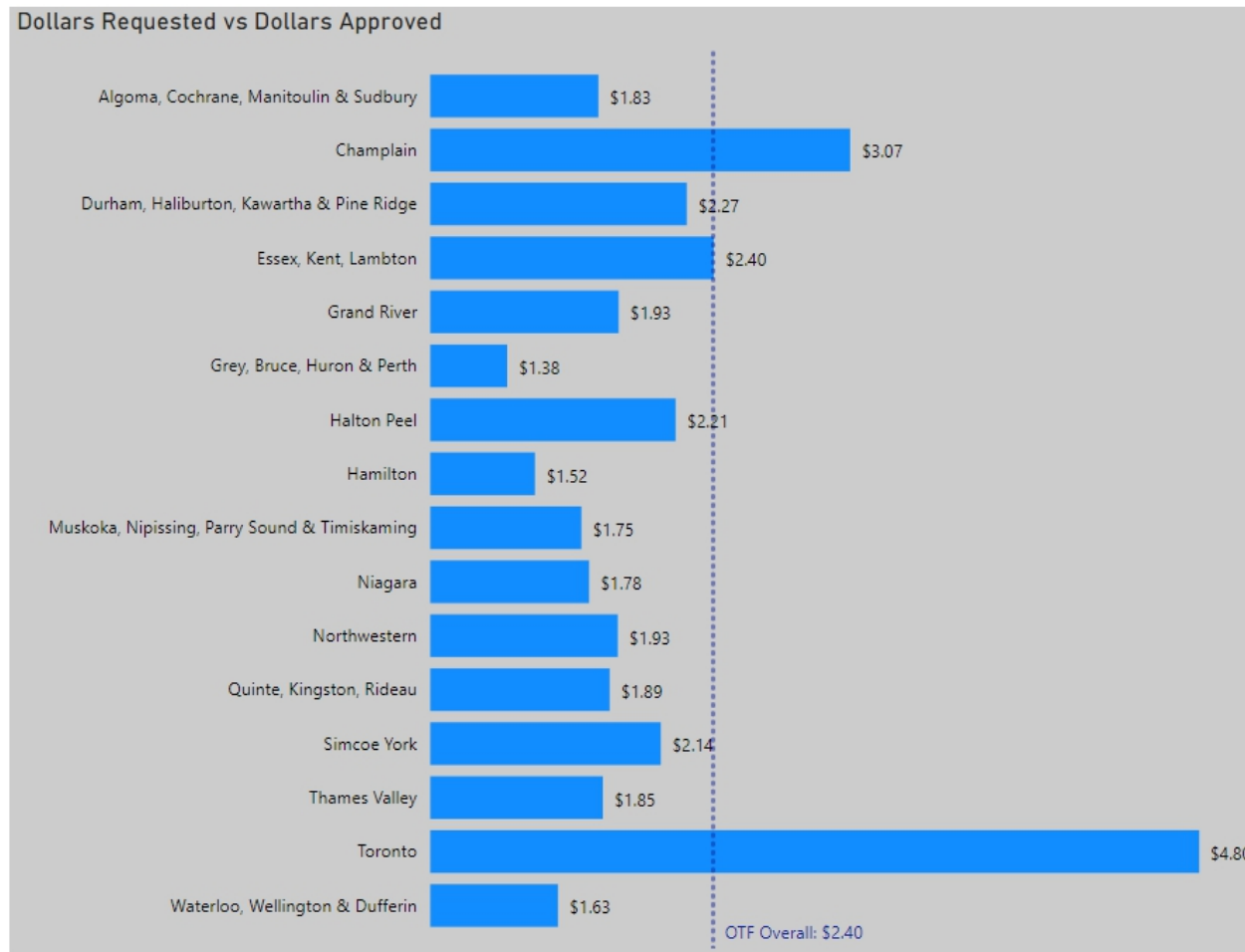
# OTF Investment Summary Report

## 2021/2022 Community Building Fund - Operating

### Schedule 2: Community Building Fund – Operating Investments

#### 2.1 Demand Overview

The demand ratio this cycle is \$2.40 requested for every dollar approved. The Toronto catchment continues to top the demand ratio, with \$4.80 requested per dollar approved. The Champlain and Durham, Haliburton, Kawartha & Pine Ridge catchments were also above or equal with the average demand ratio, with \$3.07 and \$2.40 requested dollars per dollar approved, respectively.



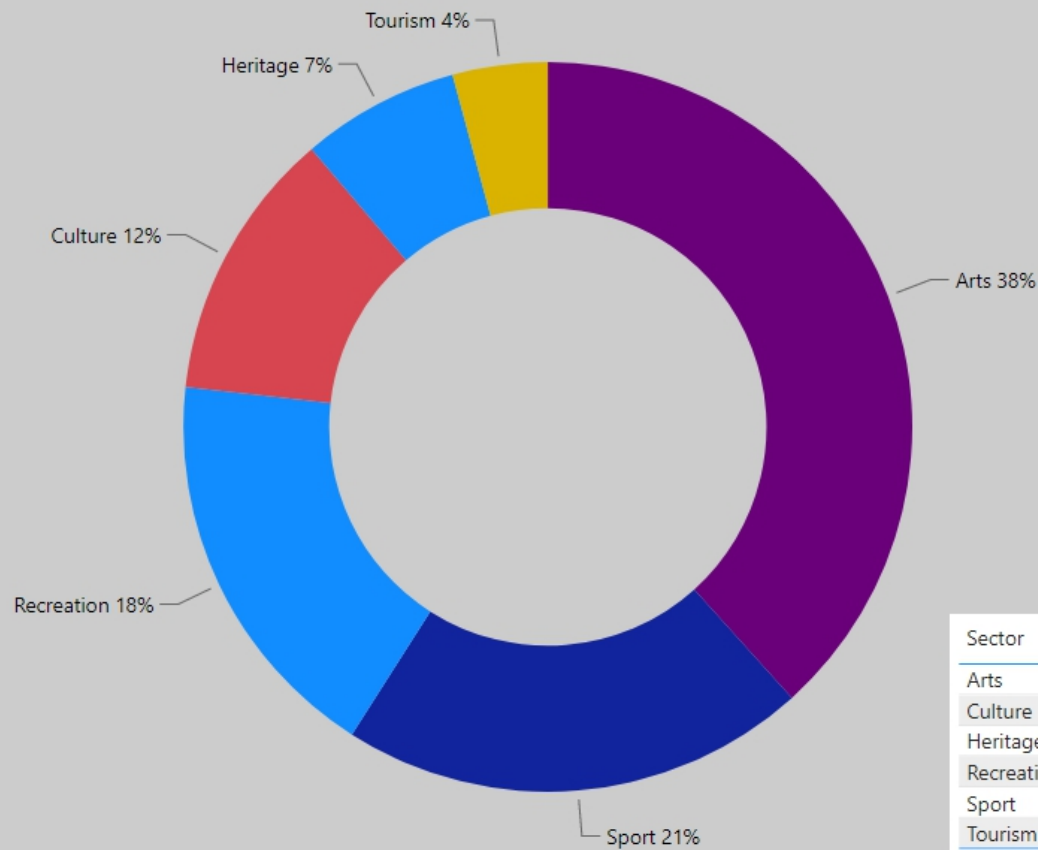
# OTF Investment Summary Report

## 2021/2022 Community Building Fund - Operating

### 2.2 Sector Overview

At 38% of overall approvals, organizations working in the Arts sector received the largest share of approved investments, while Sport organizations are approved to receive 21% of investments. Tourism organizations received just 4% of recommended investments, the smallest share of the Sector portfolio, however, this is in line with the 4% of total requested dollars represented by organizations working in the Tourism sector.

Dollars Approved by Sector



Sector	#Grants	Amount Awarded
Arts	249	\$17,634,700
Culture	67	\$5,537,600
Heritage	64	\$3,225,300
Recreation	89	\$8,149,000
Sport	152	\$9,532,700
Tourism	27	\$1,940,000
<b>Total</b>	<b>648</b>	<b>\$46,019,300</b>

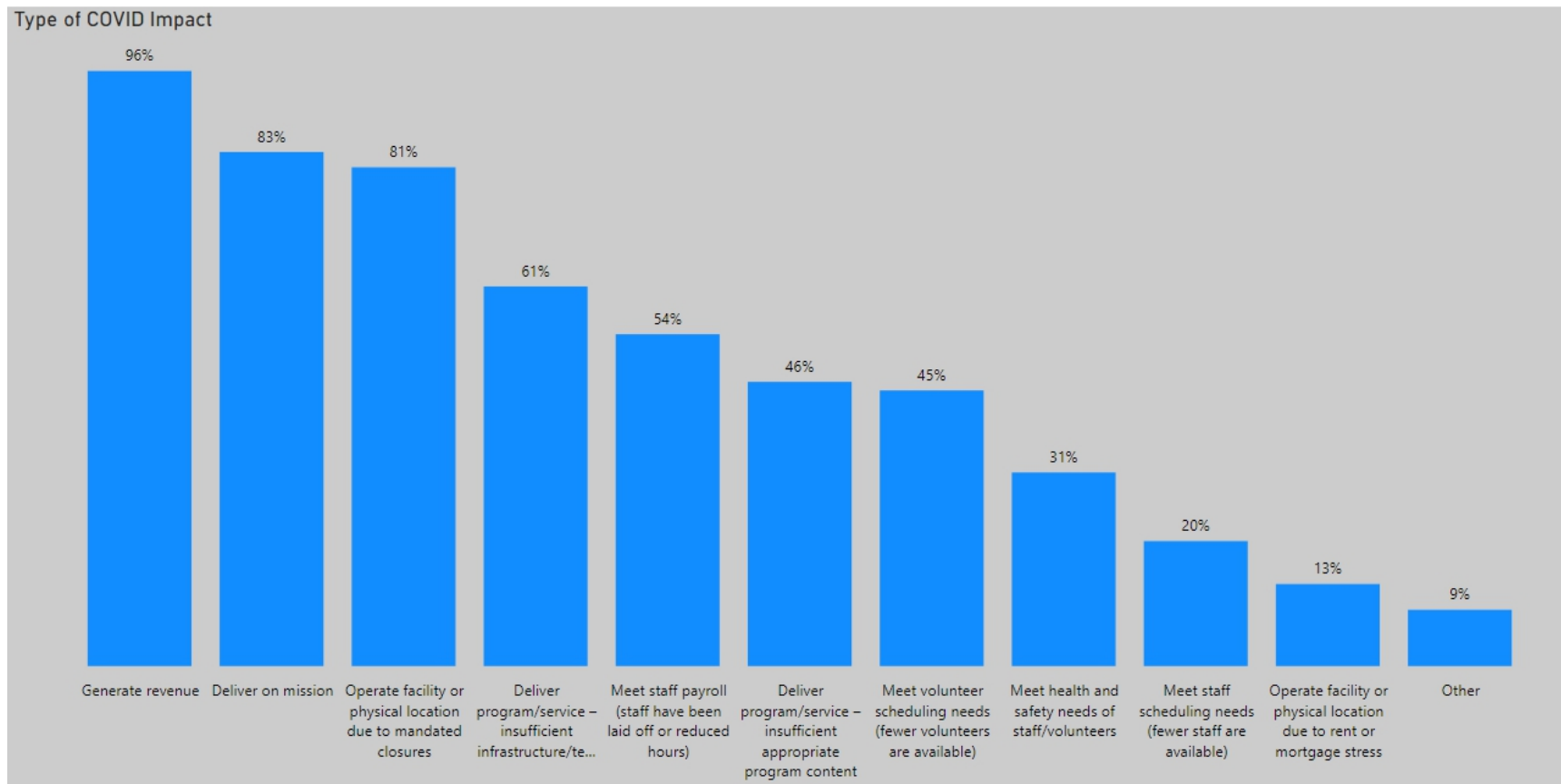


# OTF Investment Summary Report

## 2021/2022 Community Building Fund - Operating

### 2.3 COVID-19 Impacts on Organizations

In line with trends identified in external sector reports<sup>1</sup> and data collected through OTF's Resilient Community Fund, the top identified impacts of COVID-19 on organizations were the ability generate revenue (96%), to deliver on mission (83%) and to operate facilities (81%). These trends were consistent across sectors and suggest that 14 months into the pandemic, Ontario nonprofits in the Arts, Culture, Heritage, Tourism and Sport sectors continue to face the significant operational and financial challenges, underscoring the need for operational funding support to these organizations.

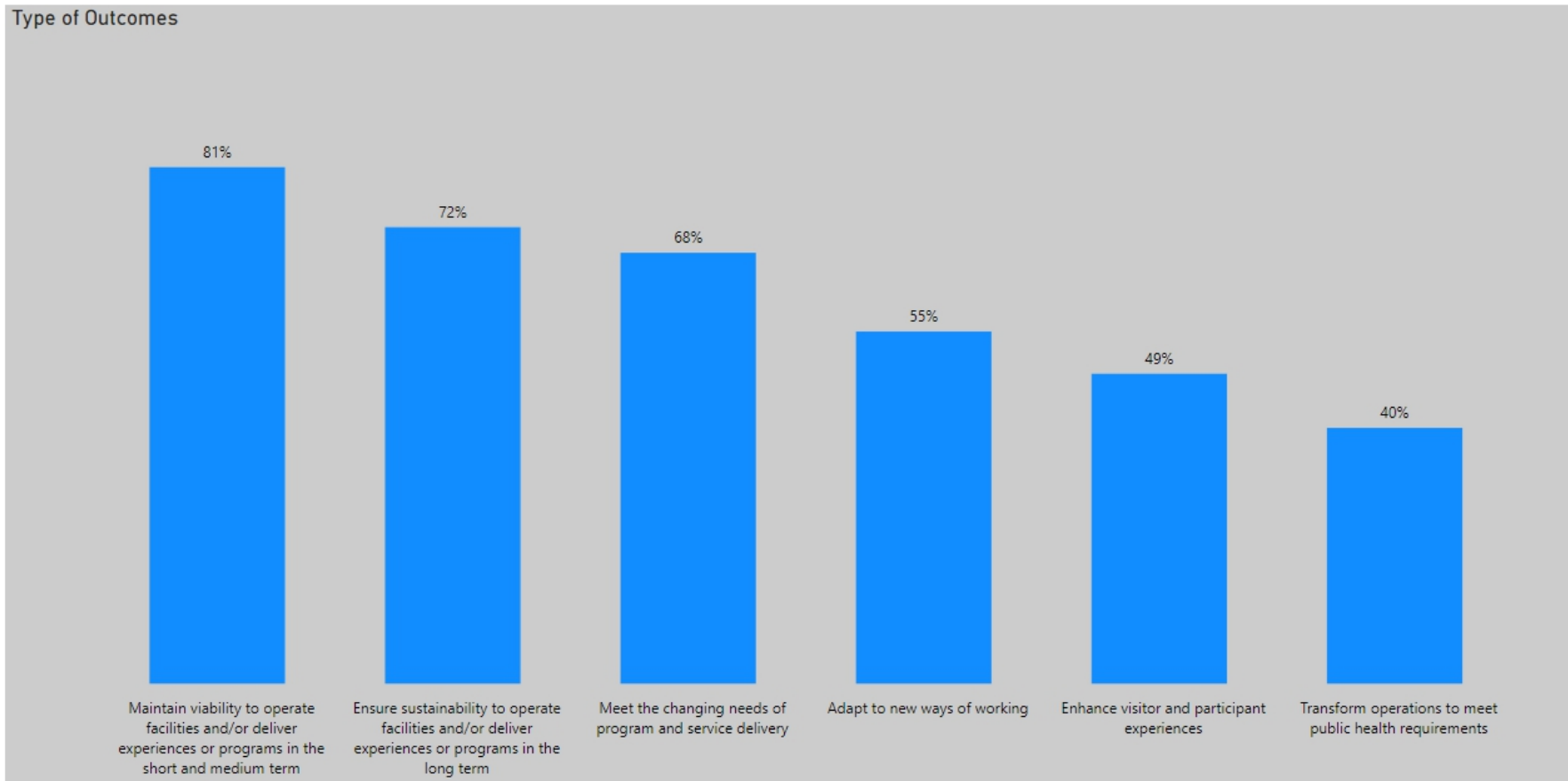


# OTF Investment Summary Report

## 2021/2022 Community Building Fund - Operating

### 2.4 Project Outcomes

Further validating the range of need for the operational support offered through the Community Building Fund Operating Stream and resilience of the non-profit sector, the majority of project outcomes will address short, medium, and long-term viability for organizations with successful applications. The most frequently identified project outcomes across recommended proposals were: to maintain viability (81%), to ensure sustainability to operate facilities and deliver programs (72%), and, to meet changing needs for program delivery (68%). These outcomes were consistent across sectors.

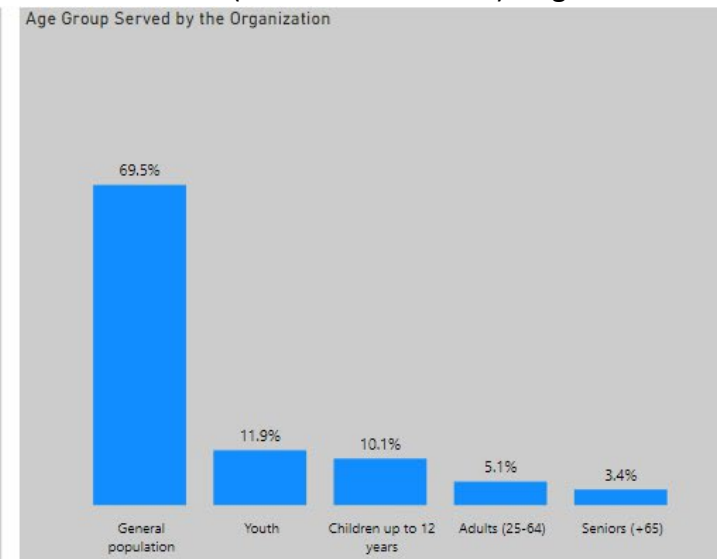
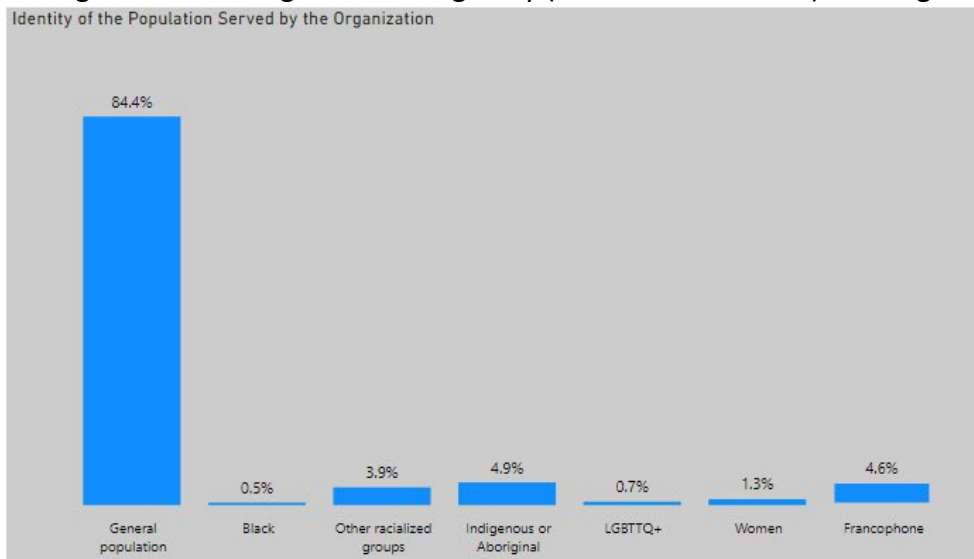


# OTF Investment Summary Report

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### 2.5 Populations Served<sup>1</sup>

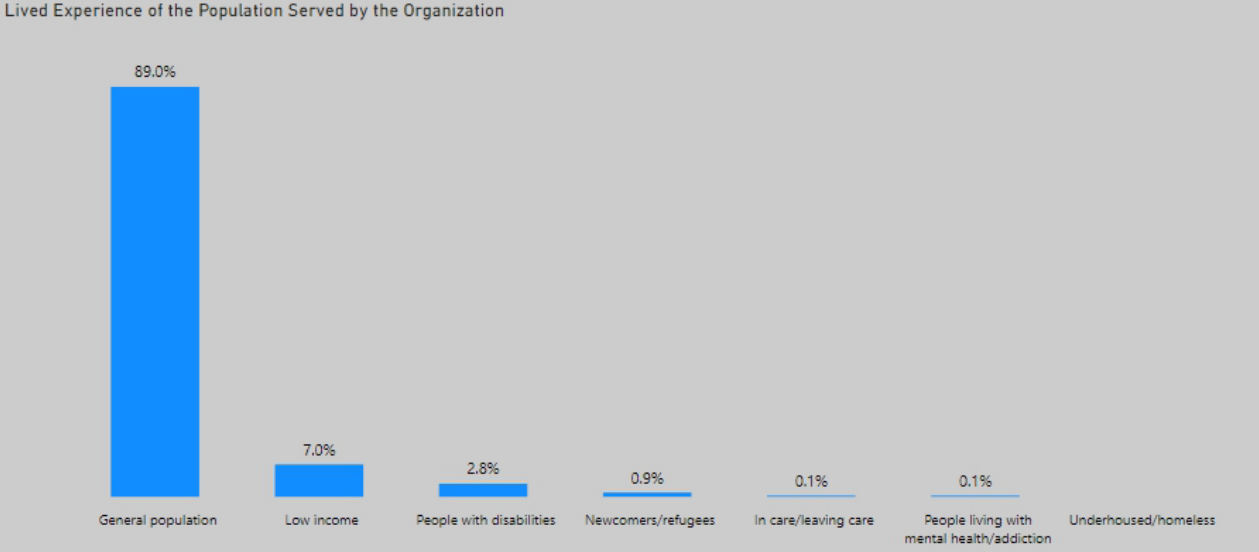
The majority of approved investments will benefit organizations that serve the general population. For the most part, the percent of approved dollars were proportional to demand. Organizations serving Francophone communities had the highest relative approval rates at 46%, with 33 approved grants of 72 applications. Organizations serving Black communities (8% approval, \$14.67 demand rate), Other Racialized communities (24% approval, \$4.14 demand rate), Indigenous communities (26% approval, \$3.24 demand rate), Newcomers (18% approval, \$7.01 demand rate), and Low-Income communities (23% approval, \$3.29 demand rate) also had lower relative approval rates and higher relative demand rates compared with the average for all demographic groups (41% approval, \$2.40 demand rate). Applications from Black-serving organizations were declined at higher rates at Organization Eligibility (34% vs. 12% overall) and Organization Assessment (30% vs. 22% overall) stages.



<sup>1</sup> Population Served data is self-reported by applicants to reflect the demographic population that their programs and services are intended to reach and/or primarily serve and are not validated by OTF.

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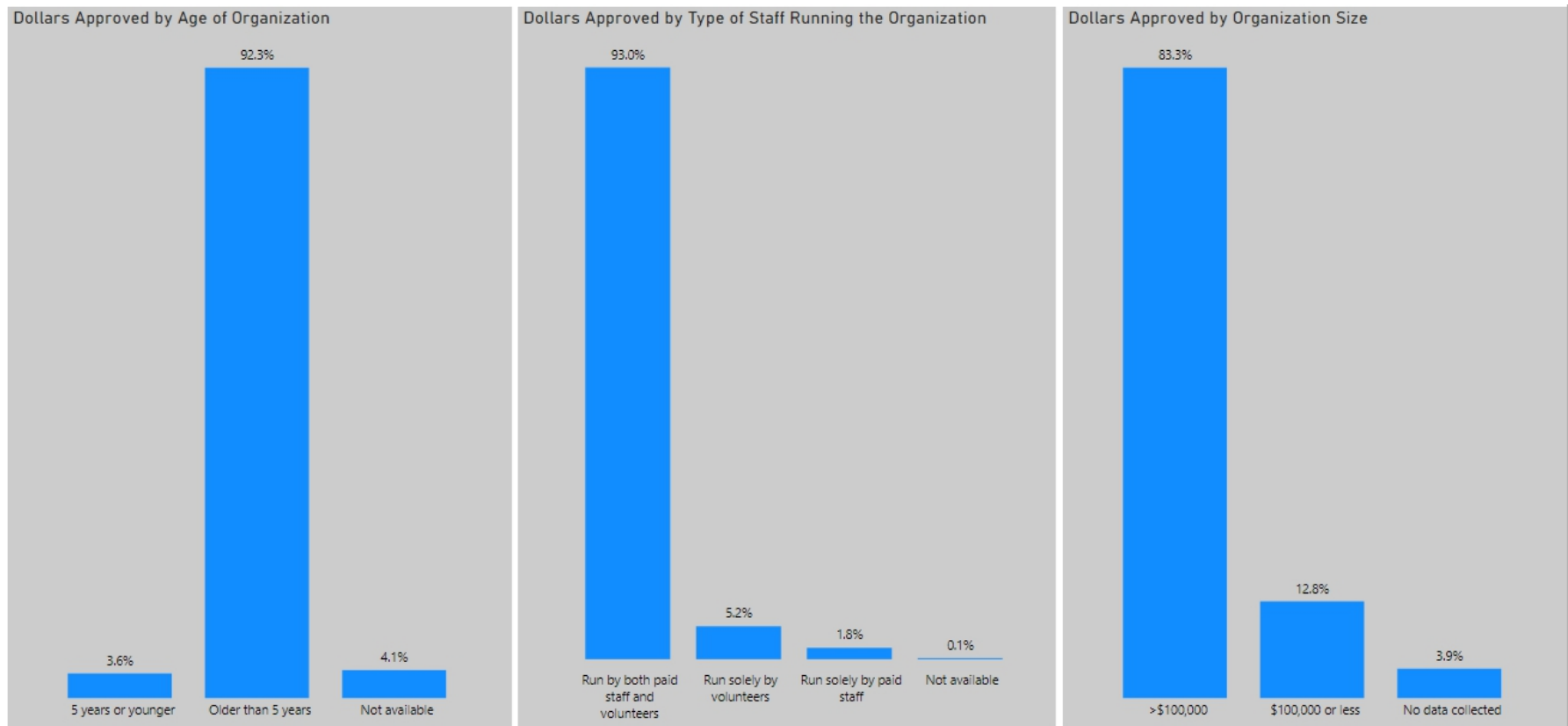


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### 2.6 Organizational Characteristics

The majority of approvals will go to support relatively established and larger organizations that are run by both paid staff and volunteers (93%). The majority of approved investments will benefit organizations that are larger than \$100K annual operating budget (83.3%), and older than 5 years (92.3%). While organizations with annual operating budgets under \$100K were similar to overall approval rates (41% vs. 38% across all organizations types), younger organizations were less likely to be approved with approval rates of only 18%. Investments in Indigenous band councils account for 3.9% of approved investments (this is captured in “Organization Size – No data collected” category), which is slightly lower than overall application rates from Indigenous groups, accounting for 7% of requested dollars.

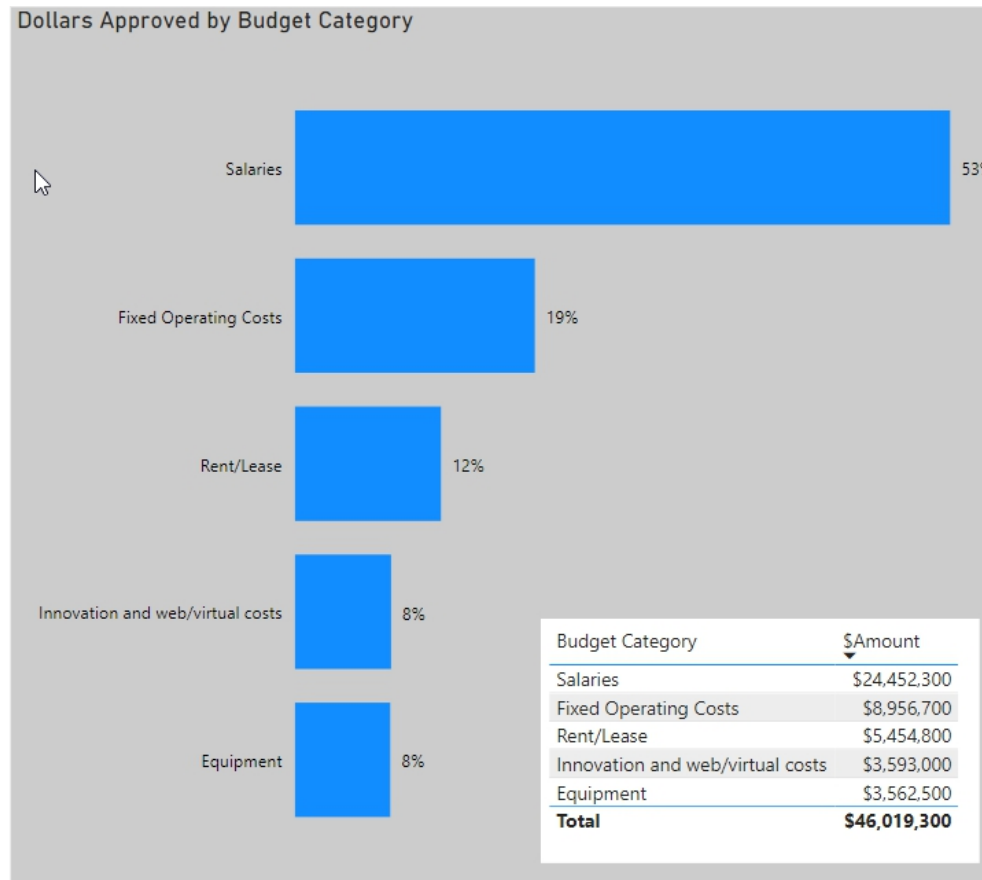


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### 2.7 Budget Categories

The majority of operational budget expenditures for approved investments will support staff salaries (53%), while structural operational costs will account for 39%, including fixed operating costs (19%), rent/lease (12%), and equipment costs (8%). Innovation web and virtual costs will round out expected expenditures, accounting for 8% of projected budget for approved investments. Some slight sector-specific trends were noticeable, including greater budget allocation towards salaries in organizations serving the Arts (61% vs. 53% across all sectors), whereas greater allocation for Rent/Lease (23% vs. 12% across all sectors) was apparent in organizations serving Sports.



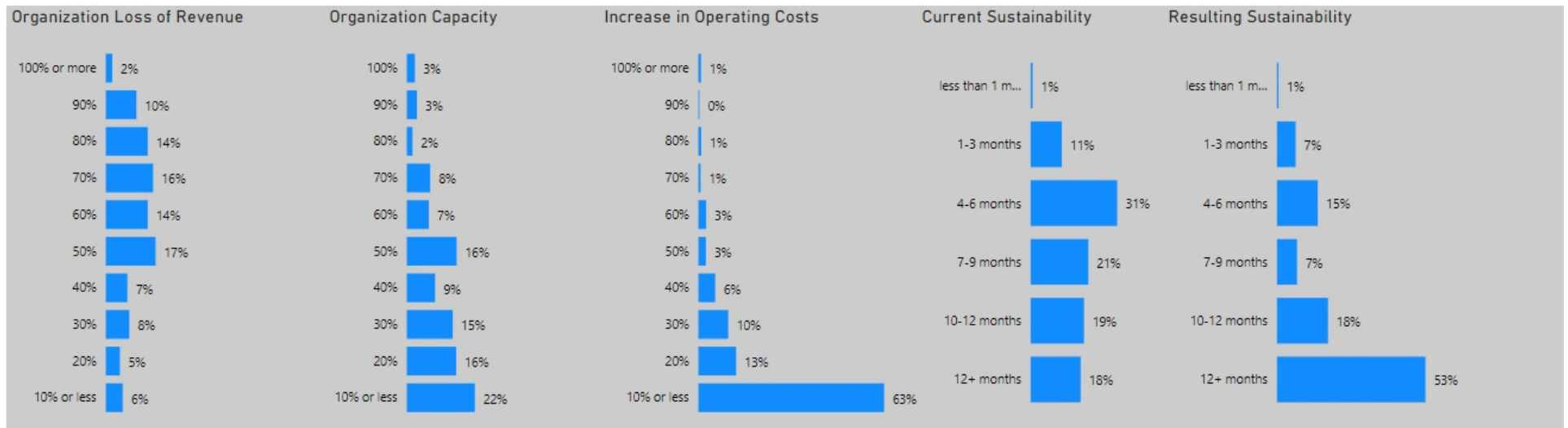
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### 2.8 COVID effects

Organizations approved for funding experienced on average a 54% reduction of their staff and 83% reduction in people they served compared to the pre-pandemic levels. Due to OTF funding three quarters (71%) will be able to sustain their activities for ten months or more, compared to only 37% without funding (per estimations provided by applicants).



People Served Prior COVID	People Served Since COVID	Reduction in People Served	Staff Prior COVID	Staff Since COVID	Reduction in Staff
18,071,098	3,058,576	83%	23,017	10,684	54%

# OTF Investment Summary Report

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### Schedule 3: Concluding remarks

This Investment Summary provides an overview of investments approved by the Board of Directors for the June 1<sup>st</sup> deadline of the Community Building Fund – Operating Stream. A total of 1,588 applications valued at \$110M were received for this round of the fund. 648 projects totalling \$46M in investments are approved by the Board of Directors.