

# Healthy Vibrant Ontario

Ontario  
Trillium Foundation



Fondation Trillium  
de l'Ontario

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

## Ontario Trillium Foundation 2022 – 2025 Business Plan

2022–2023 to 2024–2025

*Board Approved: December 14, 2021*



Ontario 

The Ontario Trillium Foundation is an  
agency of the Government of Ontario

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## Executive Summary

The non-profit sector is vital to the cultural and economic fabric of Ontario and accounts for the many experiences and opportunities that Ontarians participate in day in and day out. For almost 40 years, OTF has supported non-profits in making a positive impact through investments into local initiatives that help to build healthy and vibrant communities.

Over the last two years, investments in the sector have never been more crucial. The pandemic has had an overwhelming impact on non-profits across the province. Many organizations struggled to maintain operations, access financial resources, or pivot their service or programming approaches. And many organizations experienced first-hand the impact of the pandemic on struggling Ontarians who turned to community organizations in a time of high need.

This business plan reflects the ongoing commitment of OTF to continue to support the needs of the non-profit sector. The plan also reflects the priorities of the Ontario government both in the short term to recover from the pandemic and long term as we build a strong and sustainable non-profit sector.

A summary of activities for 2022-2023 has OTF delivering:

- the Resilient Communities Fund stream to support the cultural, and economic recovery of the non-profit sector and enable Ontarians to thrive
- the Capital stream to ensure investment in critical non-profit community infrastructure
- the Youth Opportunities Fund and the COVID-19 Emergency fund to address the immediate, medium, and longer-term needs to rebuild and recover.
- Partnerships that will strengthen the impact of Ontario's non-profit sector.
- a Digital first approach - to our support and service to applicants and grantees while continuing to invest in and strengthen digital infrastructure
- a balanced budget and effective operating expense management
- resources and supports to continue to build a highly skilled and engaged staff team

As OTF plans for the next three years, it is with the goal of investing to build the resiliency of non-profit organization; build thriving communities; and support the well-being of the people of Ontario.

# 1. Mandate and Strategic Direction

## 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 had a presence in communities by virtue of its granting programs and has been making an impact on the social, cultural and economic well-being of the people of Ontario. OTF has invested over \$2.5 billion into more than 28,000 grants, reaching most of Ontario's 444 communities.<sup>1</sup>

OTF has become one of Canada's leading funders. Accountable to the Ministry of Heritage, Sport, Tourism and Culture Industries, OTF ensures its funding programs are aligned with government priorities – as outlined in the ministry's Mandate letter - to effectively and efficiently grant in communities across Ontario.

## Values

OTF's values guide the Foundation and help shape the culture. Volunteers and staff reflect these values in the activities and relationships that further the organizations' work.

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

## Building Healthy and Vibrant Communities

Each year OTF supports hundreds of non-profits active across a broad range of sectors working to improve the lives of Ontarians.

On behalf of the MHSTCI, OTF invests approximately \$100 million annually into projects that improve the lives of Ontarians through initiatives that enhance economic well-being, foster more active lifestyles, support children and youth development, provide spaces for people to come together and connect, and create a more sustainable environment.

OTF administers two grant programs for the Ministry of Children, Community and Social Services (MCCSS). In 2013, OTF began administering the Youth Opportunities Fund on behalf of the Ministry. The program provides approximately \$13 million annually in grants and capacity building supports to grassroots groups, community-based organizations, and collaboratives focused on improving the wellbeing of children, youth, and families facing systemic barriers. In 2015 OTF undertook the Local Poverty Reduction Fund, a six-year, \$50 million fund to support innovative, local, community-driven solutions that measurably improve the lives of those most affected by poverty.

In addition to managing highly in demand granting programs, OTF supports and monitors a portfolio of approximately 2,200 active grants valued at \$297 million across the Community Building Fund, Resilient Communities Fund, Seed, Grow, Capital streams, Youth Opportunities Fund and Local Poverty Reduction Fund.

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<sup>1</sup> From April 1999 – March 2022

## 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

## Supporting Government Priorities

OTF aligns with the government's priorities to deliver value for money investing in grants that will have the greatest impact in communities. And as outlined in the Minister's mandate letter, OTF acts in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. This includes:

- Competitiveness, Sustainability and Expenditure Management
- Transparency and Accountability
- Risk Management
- Workforce Management
- Data Collection
- Digital Delivery and Customer Service
- Diversity and Inclusion

## Supporting the Province's Recovery: Covid-19 Response

March 2020 altered the course for Ontario's non-profit sector in immeasurable ways and the global COVID-19 pandemic had far-reaching impacts. Many organizations faced financial pressures and sustainability challenges while many were under great strain to respond to the increased demand for community services.

OTF's role in supporting the sector had never become more critical.

OTF has responded to the challenges faced by the non-profit sector in multiple ways with the most significant being the shift of its Seed, Grow and Capital funding into support for recovery from COVID-19. This helped organizations impacted by the pandemic by addressing their immediate, medium, and longer-term needs to rebuild and recover.

OTF will continue to align with the government's priorities to aid non-profit organizations in their recovery and support their future resiliency. During the pandemic, OTF will have invested more than \$300 million into recovery supports for community non-profits, Municipalities, and Indigenous communities. This includes \$105 million funding for MHSTCI's Community Building Fund as part of the province's budget *Ontario's Action Plan: Protect, Support, Recover*. Close to \$200 million was invested into community organizations with the Resilient Communities Fund and \$1.5 million of additional investments from MCCSS, to the \$2.6 million Youth Opportunities Fund's COVID-19 Emergency Fund.

As OTF looks to a post-COVID future and adapts to a 'new normal', our ongoing recovery plans will be informed by key MHSTCI priorities including:

Supporting the recovery strategies for the heritage, sport, tourism and culture sectors as outlined in the white paper, *Reconnecting Ontarians: Re-emerging as a Global Leader*. The sectors that OTF grants to have been hardest hit and will be slower to recover than other sectors, and ongoing support will be more important than ever during the recovery phase.

Coordinating recovery efforts in alignment with the Ministry's five-year strategic plan to restore public confidence and re-engage Ontarians with the sectors safely and ensure these industries will have every opportunity to rebound, recover, grow and thrive.

Continuing to invest in the non-profit sector to support the development of stronger and more resilient organizations. Further, investing in relevant and vital projects will help the sector to return to building healthy and vibrant communities into the future.

Prioritizing operational efficiencies including a digital first mandate across the organization.



## Strategic Direction

OTF's three goals and five objectives are critical to the achievement of the Foundation's mission and inform how the Foundation will implement the business plan.

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:

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

### 2022 – 2025 Plan

*Delivering on OTF's Investment Strategy:* OTF will once again offer three grant deadlines in 2022-2023 with two deadlines of the Resilient Communities Fund and one deadline for the Capital grant.

*The Resilient Communities Fund:* In 2020/21 - as a result of the COVID-19 pandemic, OTF developed and offered the Resilient Communities Fund stream. OTF's funding programs – Seed, Grow and Capital, were paused to direct funding to support the non-profit sector to rebuild its capacity from the impacts from COVID-19. The fund helps organizations in the sport and recreation, human social services, arts and culture, youth and environment sectors to build their resiliency in the aftermath of COVID-19.

The fund is focused on supports that will help non-profit organizations rebuild their organizational capacity and in turn enable them to effectively deliver much needed programs and services to their communities. The fund was delivered again in 2021/2022 to address ongoing impacts of COVID-19. Non-profits continue to be affected in different ways and those sectors that were impacted first and hardest, like the sport and recreation, arts, culture and heritage, still struggle to return to capacity.

In 2022-2023 OTF will continue to offer the Resilient Communities Fund. This will support the continued recovery and capacity support of the non-profit sector as referenced as a key priority in the Mandate letter.

While the Resilient Communities Fund stream will be tweaked/have some modifications to ensure it addresses some of the changes to current situations, it will primarily continue to support the capacity building and recovery for organizations that are aligned with delivering programs and services in OTF's Connected People, Green People, Promising Young People, Active People, Inspired People and Prosperous People Action Areas. The Resilient Communities Fund's outcomes will help organizations to build capacity, reimagine and deliver programs and purchase equipment that meet community needs and ensure health and safety requirements, that are a result of COVID-19.

*Capital Stream:* After a two-year focus supporting organizational capacity of non-profits through the Resilient Communities Fund stream, OTF will also continue its support of capital infrastructure needs through the Capital stream. Throughout OTF's history, Capital funding has consistently been in high demand. This is further evidenced by the interest in the Community Building Fund Capital stream to support the repair, rehabilitation and renovation of sports and recreation facilities across the province. Access to capital funding continues to be a prevalent need in the non-profit sector.

OTF will continue to monitor sector trends to ensure its Investment Strategy is relevant and meeting the needs of Ontario communities.

Note: OTF will continue to assess COVID-19 impacts on the non-profit sector and will maintain flexibility to replace the Capital stream with a third round of RCF should evidence point in that direction. Additionally, OTF will review ongoing conditions to assess a return to Seed and Grow grant streams

*Youth Opportunities Fund:* The program provides grants and capacity building supports focused on improving the wellbeing of children, youth, and families facing systemic barriers. YOF will continue to fund through its three granting streams: Youth Innovations, System Innovations and Family Innovations. Additionally as part of the 2020 Budget, [Ontario's Action Plan: Protect, Support, Recover](#), the Government of Ontario announced new investments to sustain existing Black Youth Action Plan (BYAP) programs and to enhance the plan with a **new economic empowerment stream** that will support Black youth and young adults in achieving social and economic success. This new grant stream will provide three years of funding (2021-2024) to OTF in the amount of \$500,000 per year.

*Ongoing Monitoring of Open Grants:* OTF continues to monitor more than 2,200 open grants – from across the Seed, Grow, Capital, Resilient Communities Fund, Community Building Fund and Youth Opportunities Fund.

*Investment Strategy Review:* OTF will continue to review and adapt its Investment Strategy for future directions beyond 2023-24 with a consideration to evolving to meet sector needs. OTF will explore what other new streams or shifts might be relevant to the ongoing COVID recovery effort/environment.

#### 2023 – 2025

OTF continues to monitor the impacts of COVID-19 on the sector and communities. OTF will review data on sector needs and incorporate learnings as it plans the next iteration of its Investment Strategy.

The Investment Strategy (page 13) is OTF's granting framework and aligns with long-term indicators of community health and well-being for Ontarians. OTF invests for impact in evidence-based projects that communities need and want, maintains a balanced portfolio of projects with medium- and long-term outcomes, and actively undertakes outreach to reach all Ontarians, including Francophone, rural, BIPOC and LGBTTTQ+ communities, and other historically underserved groups such as youth, those affected by poverty, those with disabilities, and more.

#### **Support Ontario's non-profit sector to innovate and deliver greater impact.**

Objective:

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

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

To effectively advance Innovation and Impact over the next three years, OTF will be focusing efforts on:

- Embedding equitable approaches in our work and investing in projects and partnerships that result in equitable outcomes.
- Shining the light on the importance of infrastructures and intermediaries in supporting the capacity of the non-profit sector to make change and in advancing broad sector initiatives to build a stronger, more resilient non-profit sector in Ontario.
- Advancing systems leadership that fosters strong relationships, collaboration, trust and innovation to effectively address macro social issues.



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

Objectives:

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

OTF enables the Government of Ontario to invest public funds directly in local communities and make lives better for all Ontarians by delivering positive economic, social, and cultural impact. As a result of almost 40 years of delivering grants, the Foundation has evolved into a highly efficient, leading grantmaker that is cost-effective, accountable, and evidence-based in these decisions to deliver value for money.

## OTF's Unique Value:

- **Maximize every dollar:** OTF ensures operational efficiency and effectiveness to maximize the amount of funding we invest in communities and demonstrate value for money to taxpayers.
- **Support Government's COVID-19 recovery efforts:** OTF quickly adapted 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 can continue to invest in ongoing COVID-19 recovery efforts effectively and efficiently. This will enable non-profit organizations to build up their capacity and in turn positively impact communities they serve.
- **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 governance, accountability and efficiencies.
- **Effective fiscal and expenditure management:** OTF granted more than \$210 million in 2021-2022 into local communities ensuring the operating budget was consistent with financial allocations. OTF follows government directives including those related to compensation, Realty and procurement.
- **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 as recommended by the Grant Review Teams. The Board is appointed via Orders in Council.
- **Aligned with government priorities:** OTF ensures that it is aligned with its Mandate Letter from MHSTCI and key Government priorities and the EY Line-by-line Review:
  - Transparency and accountability
  - Evidenced-based decision making
  - Demonstrated outcomes
  - Digital first and customer centered
  - Improved efficiency (cost and operational)
  - Service delivery modernization
  - Strong governance and risk management
  - Intergovernmental coordination
  - Support social and economic recovery

- **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 to the OTF Board of Directors for approval.
- **Customer Service:** OTF has adapted its customer service and supports to a fully online and digital environment.
- **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.

## 2. How We Invest: OTF's Investment Strategy

### Funding Strategy

OTF's governing documents and government priorities guide the work of the Foundation and how it invests in communities. OTF provides non-profit organizations delivering direct services and programs in Ontario communities with grants for time-limited, results-oriented projects that increase organizational and/or community capacity and self-reliance. OTF funds a broad range of sectors that include arts and culture, sport and recreation, environment and human and social services.

OTF's 10-year investment strategy (2015-2025) was developed on the principle of identifying the important changes to make Ontario communities healthier and more vibrant. It provides a framework, with different granting programs to meet the different needs of organizations and communities. The strategy is based on the indicator framework of the Canadian Index of Wellbeing (CIW). 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 and provides a general body of research on these measures. OTF continues to identify the relevant measures that align with our mission and will fit the needs of Ontario communities, our grantees and the longer term aims of the investment strategy.

COVID-19 had OTF adjusting its funding – by focussing funding on projects centred on the stabilization, rebuilding, and capacity-building of organizations impacted by the pandemic. OTF paused investing through the Seed, Grow and Capital streams so that organizations could access supports that helped with their recovery so that they in turn can support the recovery in their communities. OTF will provide capital supports through the Capital grant stream in 2022-2023 and will continue to monitor sector needs as it annually reviews and prepares its business plan.

### Action Areas

The Investment strategy is designed to meet a broad range of community needs and challenges – with priority outcomes in six Action Areas that contribute to community health and well-being. These Action Areas - 'what we fund'.

- **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

## Grant Streams

In addition to delivering the Resilient Communities Fund stream, since 2015, Seed, Grow and Capital grant streams have enabled the Foundation to invest in community projects where the greatest impact can be made and enabling a rich and informative body of data and learning.

- Seed grant 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.
- Grow grant 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
- Capital grant 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.

\*Ongoing monitoring of the sector as well as active Seed, Grow and Capital grants will enable OTF to review and assess the opportunity to shift to post-COVID granting supports.

## Other Grant Programs

OTF supports Government of Ontario Ministries by administering other grant programs:

- 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: To support youth-led grassroots groups and youth-adult partnerships to explore different approaches, and new ideas or expand the reach or impact of proven projects on young people.
  - Family Innovations: To support parent-, guardian- or caregiver-led grassroots groups to explore different approaches and new idea or expand the reach of proven community projects.
  - System Innovations: To support collaboratives that are strengthening the quality and responsiveness of systems, so they work better for youth facing systemic barriers
- 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 in the final monitoring phase. LPRF is expected to complete and report on all grants by March 31, 2022.

## Granting Principles

OTF's Board of Directors approves grant recommendations that are based on the Foundation's grantmaking processes and are put forward by volunteer Grant Review Teams. OTF considers the following tenets in its grant programs:

- 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,
- ensure accountability and value for money through strong governance and robust grant operations and procedures, and
- collect data and evidence where available to support and inform decision making.

### **Local Decision Making: Grant Review Teams**

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

Volunteers 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.

### **Strategic Lenses**

OTF's work is delivered through a number of 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:** Placing applicants and grantees at the centre of grantmaking to ensure services and programs meet the needs of the non-profit sector so they can better support their communities. Further, supporting the sectors that OTF invests in and which have been hardest hit and slowest to recover.
- **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



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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
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		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 		Diverse groups work together to improve community life 			Mechanisms are developed to promote responsible resource stewardship		Preservation and animation of cultural heritage				People become entrepreneurs

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

 Capital Grant Results



### 3. Overview of Current and Future Programs and Activities

#### **Community Investments:**

OTF's community granting programs are the Foundation's primary focus. These grants provide support to short-, medium- and longer-term projects lead by non-profit organizations that aim to build healthy and vibrant communities.

#### *Supporting Recovery in the Aftermath of COVID-19*

Given the state of the sector, nearly two-thirds of nonprofits have experienced increased demand for services while their financial stability remained precarious as 35% reported they were not financially sustainable beyond 12 months. In light of the continued challenges the sector faces in building back from the impacts of the pandemic, the Resilient Communities Fund will be extended to 2022-2023. The fund will continue to offer grants to support the capacity of the non-profit sector as it continues to recover and rebuild from the longer-term impacts of two years of COVID-19 pandemic in Ontario so they can return to providing programs and services that support building healthy and vibrant communities across the province. This supports the direction of MHSTCI as the Ministry addresses continued recovery of the sector.

#### *Grant Investment Programs*

OTF will review the Investment Strategy and explore any opportunities to enhance and/or adjust the direction for future strategic community grant investments.

#### *Other Grant Programs*

OTF administers the Youth Opportunities Fund and the Local Poverty Reduction Fund on behalf of the MCCSS. The YOF continues to grant to new cohorts each year with an emphasis on Indigenous and Black communities. The LPRF continues to monitor and successfully close the remaining grants.

#### **Partnership Investments**

Through its partnership investments, OTF enables the non-profit, public, and private sectors to connect and mobilize relationships and resources in communities to build the capacity of the non-profit sector to innovate and deliver better outcomes for Ontarians. Using data and supporting the sector in demonstrating and sharing its outcomes and learning, OTF promotes the sector's ability to address community needs.

### 4. Strategic Priorities of the Foundation 2022–2023

#### **Support the government's action plans for the recovery and rebuilding of Ontario's non-profit sector from impacts of COVID-19**

- Continue to contribute to Ontario's social and economic recovery by investing in capacity building, organizational stability, and capital support and in building long-term resilience in community-focused non-profit organizations across the province.
- Supporting the recovery strategies for the heritage, sport, tourism, and culture sectors as outlined in the white paper, *Reconnecting Ontarians: Re-emerging as a Global Leader* – our sectors have been hardest hit and will be slower to recover than other sectors, and ongoing support will be more important than ever during the recovery phase.
- Delivering recovery support to the non-profit sector in alignment with the Ministry's five-year strategic plan to restore public confidence and re-engage Ontarians with our sectors safely and ensure our industries will have every opportunity to rebound, recover, grow, and thrive.



- Continuing to work with the non-profit sector to recover from COVID-19 impacts as quickly as possible so that organizations can return to building healthy and vibrant communities.

### **Effective and Efficient Delivery of Public Services**

Alignment with key government priorities and directives to ensure effective and efficient delivery of public services, including:

- Competitiveness
- Sustainability and Expenditure Management
- Transparency and Accountability
- Risk Management
- Workforce Management
- Data Collection
- Digital Delivery and Customer Service
- Diversity and Inclusion
- Build jobs, resiliency and sustainability

### **Drive efficiencies**

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

### **Digital optimization**

- Continuous digital enhancements to OTF's on-line granting platform to increase the user experience for applicants, grantees, and OTF staff.
- Meet or exceed requirements to ensure accessibility of digital platforms and resources
- Optimize digital systems to increase performance, efficiency, and agility.
- Maximize the benefits from existing technology and investigate new tools and platforms to improve customer service delivery and reduce costs of outreach.
- Maintain a high level of digital options for outreach to increase opportunities for potential applicants to access resources that can increase the number of better-quality applications.
- Provide the technological infrastructure and evaluation capacity for grantees to collect data and report on outcomes related to their program.
- Continuous improvement to OTF's business intelligence infrastructure to provide timely reporting and data to support evidence-based decisions.

### **Optimize the customer service experience**

OTF will maintain a consistent and quality standard of customer service utilizing a user first lens and incorporate 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.
- Support to declined applicants to help them improve future applications.
- Monitor current grantees as they work to successfully complete their grant projects.

### **Innovation and impact**

- Focus partnership investments on strengthening the non-profit sector's capacity to innovate in communities. This will generate new ideas needed to reimagine and adapt products, programs and services, as well as enable non-profits to access and mobilize new sources of capital so they can become more resilient and sustainable.
- Support the non-profit sector to understand and make better use of data and evidence and evaluate and measure the impact of its work. This will help the sector learn and improve programs to deliver better outcomes for Ontarians.

- Address inequities in the social finance, digital, data, and evaluation fields, which have been heightened by COVID-19.

### **Continue to position OTF as an effective administrator for new granting opportunities with government partners to support shared priorities**

- New / incremental funding from the Ontario government can leverage OTF's strong infrastructure and ensure new funding is invested quickly and with maximum value to the sector.
- OTF has an effective granting infrastructure, processes and procedures and a low operating cost ratio to be an effective and high value partner for government investments.

## **5. Resources needed to meet goals and objectives**

*Budget:* To meet the objectives in the plan, it assumes a total funding commitment for 2022-2023 of \$120.8 million from the Government of Ontario with \$103.5 million from MHSTCI (OTF Community Investment streams) and \$17.3 million from MCCSS for the Youth Opportunities Fund.

OTF maintains a low operating cost ratio below 15% and an effective staff complement. Historically OTF's demand for grants was an average of \$5 requested for every \$1 funded, this increased three-fold with the Resilient Communities Fund due to the high need for funding to address COVID-19 impacts.

*Staffing:* 130 engaged and well-trained staff will be in place and critical to the Foundation's 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 in 2022/2023. 10 contract staff will support effective grant monitoring and closure of the Community Build Fund grants. Moving beyond the 2022/2023 fiscal year, OTF will return to 130 FTE.

*Local Volunteers:* Volunteers bring essential local knowledge to grant assessment and are integral to the Foundation's unique community-based grantmaking process. Up to 336 volunteers invest their time to making recommendations for approval by the Board of Directors.

## **6. Risk Management**

OTF has a comprehensive Enterprise Risk Management (ERM) plan that meets the provincial ERM Directive and 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 Heat Map, that provides a visual snapshot of the severity and likelihood of each identified risk occurring.
- A Risk Register tool for documenting risks, assessing likelihood and impact, and actions to manage each risk.

OTF has several risk mitigation strategies that address both organization and project level risk and embed a risk management lens into its business processes:

- Business Continuity Policy: OTF's Business Continuity Plan.
- Project level risk assessments are articulated within each Project Charter for all new initiatives included in OTF's annual Operational Plan.

## The Risk Profile for 2022-2025

Goal	Objectives	Metric*	2022-2025 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
<b>Goal 1: Deliver grants that improve the lives of Ontarians</b>	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	9	Strategy Operations Continuity
	Demonstrate the impact of investments in communities	% of grantees delivering projected results	80%	Grantees fail to achieve intended impact	6	
<b>Goal 2: Support innovation in the non-profit sector to deliver greater impact</b>	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
<b>Goal 3: Be a high-value partner in the delivery of public funds</b>	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		

## OTF Risk Register for 2022-2025

		LOW (1-6)	MEDIUM (7-10)	MEDIUM-HIGH (11-19)		HIGH (20+)
Likelihood	5					
	4			OTF's grantees fail to achieve expected outcomes.	<p>Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.</p> <p>Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.</p>	
	3			<p>Due to grants not equitably accessible or distributed to eligible groups throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be tarnished.</p> <p>Due to lack of viable successors for key senior positions, timely delivery on BP Commitments may be hindered.</p>	Operational disruptions can result in high risk of burnout, lower employee engagement and turnover, hindering OTF's ability to achieve business objectives.	In an event of reduced budget allocation for OTF, communities' ability to recover and have a positive impact on the Ontarians would diminish. This will also negatively impact OTF operations.
	2				Due to high GRT vacancy, one or more GRTs might not carry out their business, jeopardizing OTF ability to grant in an effective and accountable manner.	Due to Black Swan events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.
	1					
		1	2	3	4	5
		Impact				

OTF's complete Risk Register 2022-2025 can be found on page 39.

## 7. Environmental Scan

### Stakeholder Assessment

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

The Foundation stays abreast 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, and
- supplementing the Foundation's knowledge based on trends and other stakeholder input through research, consultation and convening activities.

### Ontario's Non-profit Sector

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

Ontario's non-profit sector:

- Contributes \$50 billion to Ontario's GDP,
- Employs 600,000 full-time and 400,000 part-time employees, 80% of whom are women.
- Engages 5 million volunteers contributing the equivalent of 400,000 full time jobs – 50% of all non-profits in Ontario are entirely volunteer-run.

### Impacts of COVID-19 on the Non-Profit Sector

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<sup>2</sup>:

- Generate revenue from donations and fundraising events
- 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)
- Meet payroll, requiring layoffs or reduced hours and,
- Loss of volunteer support (e.g. from seniors).

*Nonprofits reported substantial revenue declines<sup>3</sup>*

- More than half of nonprofits reported losses in revenue; one-fifth experienced losses greater than 50%. 75% of arts and 83% of sports organizations experienced revenue loss
- 33% of nonprofits project pandemic-related losses exceeding \$100,000
- 5% anticipate losses exceeding \$500,000

*Majority of nonprofits still operating virtually in 2021*

- 2021 survey indicated 67% operating virtually compared to 52% in 2020

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<sup>2</sup> [https://theonnc.ca/wp-content/uploads/2021/07/2021\\_ONN\\_State-of-the-Ontario-Nonprofit-Sector.pdf](https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf)

<sup>3</sup> [https://theonnc.ca/wp-content/uploads/2021/07/2021\\_ONN\\_State-of-the-Ontario-Nonprofit-Sector.pdf](https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf)

### *Most nonprofits reported increased demand during pandemic*

- Nearly two-thirds of nonprofits have experienced increased demand for services with social and community services sector experienced a 77% increase

### *Nonprofit financial forecasts improved yet remain alarming*

- Overall, 35% of nonprofits reported they were not financially sustainable beyond 12 months. This was an improvement over 2020 which reported 51% not financially sustainable

### *Access to Government Support – Federal and Provincial*

- Overall, 64% of nonprofits did not receive funding from federal support programs and 69% of organizations surveyed did not receive any provincial support funds
  - Overall, 63% of organizations did not benefit from Canadian Emergency Wage Subsidy and 83% did not benefit from Canada Emergency Business Account
  - Social, community, and health organizations more likely to receive emergency support fund while one in four arts organizations benefited from cultural, heritage, and sport fund
- Issues of accessing government relief programs was prevalent (finding out about them, navigating applications/eligibility) and this was especially true of smaller organizations

## **Granting Sectors**

While COVID-19 has affected life at all levels and across all sectors, experiences and impacts have been vastly different. This is true of both the non-profit sector as well as those subsectors funded by OTF that are so fundamental to community life for Ontarians.

Differences in financial stability, operational capacity, and community need has resulted in varied experiences across these sectors:

- Essential services, critical for meeting the basic needs of Ontarians, many of whom found themselves in unfavourable employment and financial situations, requiring them to seek out the aid of community services for the first time (211 Covid Report).
- Other subsectors, vital to the cultural and economic fabric of Ontario communities, were unable to operate due to public health restrictions and government lockdowns, halting community sports and recreation, arts, culture, and heritage experiences for Ontarians. Below is a summary of how different subsectors experienced COVID-19 and what they need to build back.

## **Sport and Recreation**

Physical inactivity has been a challenge for many Ontarians through COVID-19, negating important benefits for physical and mental wellbeing, as well as important social and community connections. The community sport and recreation sector was heavily impacted by the COVID-19 pandemic and related public health restrictions. This sector experienced the highest proportion of layoffs for any subsector, as well as significant losses in revenue and challenges adapting to virtual program delivery<sup>4</sup>. This sector is closely tied to the tourism sector, and thus compounding the losses experienced in both. Further, both the sport and recreation and tourism sectors contribute greatly to community wellbeing.

As Ontarians were asked to stay home to stop the spread, community sport ground to a halt, resulting in loss of revenue from membership and closure of programs. This sector continues to struggle with operational and financial stability, and the recovery is expected to be slow with revenue generation lagging programs because of dependence on membership fees, as well as aging infrastructure remaining a challenge for the operation of many community sport organizations<sup>5</sup>. Further, the return to

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<sup>4</sup> [https://theonnc.ca/wp-content/uploads/2021/07/2021\\_ONN\\_State-of-the-Ontario-Nonprofit-Sector.pdf](https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf)

<sup>5</sup> [https://theonnc.ca/wp-content/uploads/2021/07/2021\\_ONN\\_State-of-the-Ontario-Nonprofit-Sector.pdf](https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf)



sport for many Ontarians is uncertain and this is particularly true for youth sport participation, as young people have also experienced cancellations to school-based sports programming since early 2020.

### **Arts, Culture and Heritage**

Across Ontario, performances, exhibits, and cultural events were cancelled as in-person programs were cancelled. This subsector fared a similar experience as the sports and recreation subsector, with significant operational and financial losses resulting in job losses for the artists who make up this industry and loss of vibrancy that these organizations contribute to our communities. The arts and culture sectors are expecting a similar lag in recovery to sports and recreation. Although this sector tends to have more diversified revenue sources, the revenue generated by admissions is critical to full operational capacity and is expected to lag program expenses. Although Ontarians are keen to return to in-person shows (CITE DATA), many are still hesitant to be in densely populated spaces of audiences, which may impact the recovery of these organizations and sector as a whole.

### **Community and Social Services**

Basic human services, health services, and social services were essential for life for many Ontarians before the COVID-19 pandemic and even more relied upon by Ontarians to meet their basic needs due to unprecedented job losses and economic hardship. Income assistance, food security, and health needs were the most requested services, many of whom experienced resource strains as many Ontarians seeking these community services for the first time.<sup>6</sup> While many remain financially stable for the most part, significant losses were experienced and burnout among staff persists, as well as continued higher demand from communities.<sup>7</sup>

Furthermore, Ontarians have been asked to be physically distant from one another and limit social interactions to stop the spread of COVID-19. While this was essential for public health reasons, the social isolation and loss of social connection experienced left no Ontarian unaffected. Loss of connection to community and to each other has taken a severe toll on the vibrancy of individual Ontarians and Ontario communities.

### **Children and Youth Services**

Young people across Ontario and Canada were most significantly impacted by the COVID-19 pandemic and associated public health restrictions across several critical domains of wellbeing and quality of life.<sup>8</sup> In addition to loss of important developmental experiences, the interruption to educational experience, economic opportunity, and social interactions was devastating to this population of Ontarians. Among all age groups, youth were most negatively impacted for quality of life, mental health, and economic wellbeing and are most likely to bear the long-term burden of the COVID-19 pandemic.<sup>9</sup>

### **Environment**

The environmental sector delivers programs from community farming initiatives to stewardship of natural spaces and conservancy efforts. Many of these organizations found themselves cancelling in-person events and delaying programs, as they adapted to the new restrictions of COVID-19. This sector benefitted from many programs being run in outdoor spaces and, as such, were less operationally impacted by public health restrictions<sup>10</sup>. Although revenue generation was a challenge,

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<sup>6</sup> [https://www.211oncovid19.ca/wp-content/uploads/2020/11/EN-211\\_Ontario\\_6Month\\_COVID-19\\_Update\\_E\\_Final.pdf](https://www.211oncovid19.ca/wp-content/uploads/2020/11/EN-211_Ontario_6Month_COVID-19_Update_E_Final.pdf)

<sup>7</sup> [https://theonn.ca/wp-content/uploads/2021/07/2021\\_ONN\\_State-of-the-Ontario-Nonprofit-Sector.pdf](https://theonn.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf)

<sup>8</sup> <https://www150.statcan.gc.ca/n1/pub/75f0002m/75f0002m2021003-eng.htm>

<sup>9</sup> <https://www150.statcan.gc.ca/n1/pub/75f0002m/75f0002m2021003-eng.htm>

<sup>10</sup> Environment Funders Canada - The Impact of COVID-19 on Environmental Organizations – One Year Later – Funder Presentation and Discussion – July 22, 2021 @ 2:00pm ET

with event-based fundraising and government grants reported as the most concerning sources of revenue losses, this subsector was not as adversely affected as other “non-essential” sectors, such as sports and recreation or arts and culture. Moving forward, this sector has indicated funding for new projects and flexibility from funders will be required for an effective recovery.

### Key implications:

- The operational and financial impacts of COVID-19 on the non-profit sector have been widespread and have added to financial pressures already being experienced by many organizations, which increases the demand for OTF funds.
  - Many organizations are in a precarious position with future viability very uncertain– for the communities that rely on their services, this could have devastating consequences.
  - Sectors deemed essential battle higher demand and reduced resources and smaller staff and volunteer complements has left many organizations stretched perilously thin.
  - Organizations providing everyday enrichment such as arts, sports, and environment are experiencing higher risk of closures amid significant operational restrictions and limited support. **As the pandemic continues on, the ability of these organizations to remain viable in these sectors becomes more and more uncertain.**
  - **As the shift in focus moves from emergency adaptations to recovery and reconstruction, organizations are looking for flexibility and partnership from funders.**
- The sector has demonstrated incredibly rapid and innovative responses to increasing and changing community need but still requires a variety of supports and approaches to make these changes enduring and sustainable.
- **Although much of the sector has adapted or innovated to continue to meet community needs, the long-term limits of these short-term adaptations are being tested.**
- 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 need for OTF's funding.
- **Disproportionate impacts of COVID-19 on the economic, social, and health wellbeing of demographic groups across Ontario will influence the importance of the organizations that serve these communities and the need for their service provision.**
- 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 and inflation, leaving many households vulnerable and may lead to greater demands from the non-profit sector for many years to come. **Although some sectors have recovered well, many are anticipating a protracted recovery to a “new normal”.**

## Fiscal Environment and Economic Outlook

Ontarians are relying on community organizations for support at a critical time. And as the province recovers, they will likely continue to turn to them for support. The non-profit sector in Ontario delivers vital services to families and helps sustain economically vibrant communities. During the first few months of the pandemic, non-profits and charities were critical in providing essential services to many struggling Ontarians and especially to vulnerable populations. However, as the province moves into recovery, organizations whose work extends beyond essential services will require support for their recovery efforts. Programs supporting the province's health, culture, social services, housing, environmental conservation, and economic development activities are vital to building healthy and vibrant communities.

During the latter half of 2020, Ontario's economy reflected a rebound much like other major economies, however Ontario's real GDP remained below their pre-pandemic levels, reflecting the severity of the recession earlier in the year.

COVID-19's impact on national, provincial, and local economies resulted in more Ontarians than ever relying on community services to meet their basic needs. While much of the economy has recovered and Ontarians who lost jobs accessed government supports to make ends meet, many are still facing an uncertain financial future. As COVID-related unemployment programs come to their expiration and with many sectors still operating with fewer staff than pre-COVID levels, we expect a continued demand for many community services as a result of an uneven economic recovery across Ontario and Canada. For many non-profits providing these services, we expect this to mean continued strain as organizations hustle to meet the needs of their communities.

Economic recovery is expected to be slow for Ontarians employed in hospitality, retail, and tourism, where restrictions still exist and the hesitance of the public to engage in community activities continues. This will hamper revenue generation for the non-profit sector, particularly for the sectors making up MHSTCI that contribute so much to life in Ontario from community spirit and connection to jobs and economic prosperity. Loss of jobs in the Heritage, Sport, Tourism, and Culture Industries continues, as well as their reduced contribution to GDP.

### **Government Priorities**

OTF will support key government priorities to improve people's lives and create lasting and positive change in communities across the province by providing spaces for people to come together and connect, fostering more active lifestyles, enhancing economic well-being and seeking opportunities to maximize the return on provincial investment, so that every dollar invested supports local communities.

In doing so, this Business Plan will support the non-profit sector's significant economic contribution - approximately \$50 billion - to Ontario's employment and GDP.

It will also support the non-profit sector's unique contribution to the cultural vitality of communities large and small, from urban and rural to northern, francophone, Indigenous and racialized communities.

### **Legislative, Regulatory and Policy Environment**

- Ontario's Not-for-Profit Corporations Act (ONCA), came into effect October 2021. It 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 Ontario Government's Modernization Action Plan, developed by EY, includes a framework for public expenditure management that commits to a number of actions including evidence-based decision-making; digital-first mindset and the importance of the role of stewarding public funds.
- The Ontario Government's response to COVID-19 and the Framework to Re-Open the Province and public health guidelines will impact how non-profit organizations can rebuild and recover and return to service delivery.

### Key implications for OTF:

- Support the sustainability, rebuilding and recovery of the sector through investments into non-profit organizations.
- Continue to support non-profit infrastructure through creating new spaces or repairing and renovating existing community spaces to meet community need and ensure accessibility to programs and services across the province.
- Monitor the Ontario Government's \$105 million Community Building Fund grants that supports the viability of non-profits that funds operational costs and infrastructure needs .
- Modified financial requirements for applicants were developed to align with the new legislation.
- Continue leadership in supporting the Ontario Open Government Initiative and the Open Data Directive.
- Continue efforts to adopt more streamlined and efficient funding practices.
- Make it a priority to engage in partnerships to:
  - enhance the sector's access and use of data and evidence and by investing in new resources, tools, frameworks, networks and supports that make evaluation and measurement both easier and more useful
  - support the capacity of the sector to access and use community-led research and development practices, models, and platforms.
- Continue 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.
- Monitor changing community needs through its access to local knowledge from volunteers and in partnership with community groups such as, ONN, AFO, **Ontario 211**, **StatCan** and the Rural Ontario Institute, **in addition to OTF's own data collection.**

## 8. Human Resources

Building a great workplace and retaining skilled and dedicated staff, volunteers and leadership is critical to delivering on OTF's mandate and ensuring efficient operations. The Talent and Engagement plan encompasses best practices in learning, development, performance management and recruitment that strengthen employee performance.

### Human Resources Priorities

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

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

### Summary of Staff Numbers

For 2022-2023 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 with an

additional 10 contract positions supporting the monitoring and closure of Community Building Fund grants. Moving beyond the 2022/2023 fiscal year, OTF will return to its 130 full time equivalent staffing level.

### **Compensation Strategy**

OTF's compensation needs to 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 entered the moderation period required under Bill 124, Protecting a Sustainable Public Sector for Future Generations on September 23, 2021.

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

### **Learning and Professional Development Strategy**

OTF launched its Learning and Professional Development Strategy in 2020 with a vision of creating a culture where employees feel inspired and empowered to learn the skills and knowledge, they need to achieve high performance for growth now and into the future.

In 2022-2023, OTF will continue to allocate resources to support development in variety of digitally focused, peer-based and cost-effective learning programs that will continue to equip staff with the skills and knowledge to deliver on OTF's priorities, including:

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

## **Volunteer Management Priorities**

### **1. Supporting Volunteer Recruitment**

Local volunteers are a foundation to how OTF assesses and makes grant decisions. This community-based approach ensures that the most impactful applications are funded, and recommendations are made with local knowledge and insights. A sufficient number of Grant Review Team volunteers are required in each catchment area to ensure diverse perspectives are providing recommendations. OTF continues to work with MHSTCI to fill vacant volunteer positions.

### **2. Training an Effective and Engaged Body of Committed Volunteers—Key to Local Decision Making**

OTF makes volunteer engagement a priority. The ongoing development and support of volunteers is fundamental to achieving our mission and promotes a positive volunteer opportunity for community members.

OTF is implementing a Learning Agenda for volunteers that strengthens their ability to perform their duties and promotes OTF as a positive volunteer opportunity. Specific training will increase volunteers' knowledge for making effective decisions by mitigating bias while also expanding their understanding of issues affecting equity-seeking groups to ensure fair and unbiased granting.

- Continue to enhance the leadership capacity of the Grant Review Team Chairs with tailored training.
- Expand volunteer's understanding of issues affecting equity-seeking groups to ensure fair and unbiased granting.
- Regular education sessions at Grant Review Team meetings, (grantee presentations, community reports, etc.) will continue.

## 9. Performance Measures and Targets

OTF's outcomes-based Investment Strategy was designed and launched in 2015-2016. The infrastructure put in place to deliver the grant investment strategy is to ensure OTF can accurately track, measure and report on the impact of investments made in communities.

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 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.

#### Impacts to date:

- Since 2016 **over 5.9 million square feet of new or renovated space** across the province has been built by OTF grantees to contribute to the health and vibrancy of local communities. OTF investments will also bring better outcomes across the six Action Areas to over **5 million people in Ontario**.
- Local grants have an immediate economic impact for program participants including **improved abilities to meet basic needs and enjoying increased economic opportunities**. Through OTF funded programs, over 15000 Ontarians have gained skills to become more employable, and nearly 6000 economically vulnerable people have gained skills and knowledge to achieve **greater financial security**.
- OTF grants also benefit Ontario communities in the long term. OTF-funded programs have gotten over **100,000 Ontarians to be more physically active** and created a **greater sense of connection and belonging for 5000 seniors, newcomers, and people with disabilities**. Investments in programs have also increased trust among neighbours, improved access to essential supports (3000 vulnerable and marginalized Ontarians benefitting from increase housing security) and **strengthened links between different cultural groups to ultimately create inclusive communities**.

#### 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 longer- term outcomes of our granting.

#### Seed Grants

- 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

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

### Impact of Funds to support recovery of the non-profit sector

Investment through the Community Building Fund and Resilient Communities Fund will aid in non-profit organizations' immediate, medium, and 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 their resiliency and supported their recovery from the pandemic:

OTF's grants supporting a sustainable and resilient non-profit sector recovering from the impacts of the COVID-19 pandemic:

- **Community Building Fund Operating stream and Capital stream grants** will support more than 1,000 non-profits and Indigenous communities in the arts and culture, heritage, tourism, sport and recreation sectors that operate facilities and/or deliver experiences or programs for the public. The fund will enable organizations to remain viable so they can continue to improve quality of life and provide services, jobs, educational opportunities, and programming for Ontarians.
- Through the Resilient Communities Fund, approximately 2,000 **grants** will have been approved to enable organizations **to work towards recovery and rebuilding**. Projects will continue to help organizations to adapt and reimagine programs, improve infrastructure necessary to meet public health guidelines, support strategic planning, and create new partnerships to strengthen communities across Ontario

### Measures

- Change in organizational capacity to deliver on their mission from the time of application to final report
- Change in number of organizations reporting impacts from COVID-19 from time of application to final report
- Number of organizations achieving outcomes of the respective funds
- Qualitative data regarding the most significant impacts of the funds on organizations' recovery from COVID-19.

The Foundation also collects information about the **economic impact** of our investments as well as the volunteer contribution made to support the efforts of grantees at the end of each grant. For every dollar invested in communities through an OTF grant, an additional \$0.70 of economic value is created. Additionally, the value of volunteer hours contributed to OTF funded initiatives is estimated at **\$47.6 million**.

### OTF's measurement framework:

- Grant results: Grantees in the Seed, Grow and Capital streams 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 impact that benefit the people across the province.

- Resilient Communities Fund: Grantees will report on their projects, share the impact of funding on their organization and accountability for project budgets and expenditures.
- Community Building Fund: Grantees will report on their projects, share the impact of funding on their organization and accountability for project budgets and expenditures.

See the Investment Strategy on Page 13 for details of the Grant Results, Priority Outcomes and Canadian Index of Wellbeing indicators for the Seed, Grow and Capital grants.

A review of the Investment Strategy will identify opportunities and requirements that can meet sector needs in an ongoing COVID recovery environment.

## Measuring OTF's Performance—Key Performance Indicators and Risk Profile (2022-2025)

OTF measures and tracks its overall performance through Key Performance Indicators. OTF has provided its performance targets for the next three years.

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

Goal	Objectives	Metric*	2021-2024 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
<b>Goal 1: Deliver grants that improve the lives of Ontarians</b>	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	9	Strategy Operations Continuity
	Demonstrate the impact of investments in communities	% of grantees delivering projected results	80%	Grantees fail to achieve intended impact	6	
<b>Goal 2: Support innovation in the non-profit sector to deliver greater impact</b>	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
<b>Goal 3: Be a high-value partner in the delivery of public funds</b>	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		

## 10. Financial Budget and Staffing

Ontario Trillium Foundation in '000s	2020- 2021	2021- 2022	2021- 2022	2022- 2023	2023- 2024	2024- 2025
	ACTUAL	BUDGET	PROJECTED	FORECAST	FORECAST	FORECAST
<b>PROVINCE OF ONTARIO</b>						
MHSTCI - Community Investments	103,497	103,557	103,557	103,557	103,557	103,557
MHSTCI - Community Building Fund	30,000	75,000	75,000	0	0	0
MHSTCI - Summer Experience Program	18	7	7	8	8	8
MCCSS - Youth Opportunities Fund (1)	17,826	16,826	17,326	17,326	17,326	16,826
MCCSS - Local Poverty Reduction Fund	1,449	0	0	0	0	0
<b>1&gt; TOTAL PROVINCIAL FUNDING</b>	<b>152,790</b>	<b>195,390</b>	<b>195,890</b>	<b>120,891</b>	<b>120,891</b>	<b>120,391</b>
<b>2&gt; TOTAL OTHER GOV'T FUNDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SELF GENERATED REVENUES</b>						
Investment Income	1,976	1,200	1,200	1,200	1,200	1,200
Other: Change in Deferred Contributions (2)	-24,803	26,816	25,058	1,395	100	120
Rescinded or Recovered Grants	2,400	3,300	3,500	3,500	3,500	3,500
<b>3&gt; TOTAL SELF GENERATED REVENUES</b>	<b>-20,427</b>	<b>31,316</b>	<b>29,758</b>	<b>6,095</b>	<b>4,800</b>	<b>4,820</b>
<b>4&gt; TOTAL REVENUE: 1+2+3</b>	<b>132,363</b>	<b>226,706</b>	<b>225,648</b>	<b>126,986</b>	<b>125,691</b>	<b>125,211</b>
<b>EXPENDITURES</b>						
<b>Salaries &amp; Benefits: (3)</b>						
MHSTCI - CI	11,371	9,741	9,381	12,146	12,618	12,745
MHSTCI - Community Building Fund	98	4,138	4,043	1,192	0	0
MCCSS - YOF	1,820	1,929	1,801	1,991	2,011	2,031
MCCSS - LPRF	395	317	305	0	0.00	0.00
<b>TOTAL SALARIES AND BENEFITS</b>	<b>13,684</b>	<b>16,125</b>	<b>15,530</b>	<b>15,329</b>	<b>14,629</b>	<b>14,776</b>
<b>Grants:</b>						
MHSTCI - Community Investments	94,355	92,611	92,611	92,500	92,500	92,500
MHSTCI - Community Building Fund		97,045	97,045	0	0	0
MHSTCI - Partnerships Grants	1,400	1,580	1,580	1,574	1,574	1,574
MCCSS - YOF	13,644	13,113	13,113	13,113	13,113	13,113
MCCSS - LPRF	2,763	0	0	0	0.00	0.00
Program Delivery / Grantmaking expenses (CI, YOF, LPRF)	1,459	2,790	2,468	2,350	2,367	2,240
Program Delivery / Grantmaking expenses - Community Building Fund	7	2,340	1,994	577	0	0
YOF Covid-19 Emergency Capacity Building Grants	2,133	0	500	500	500	0
Support Services	2,670	877	582	793	758	758
<b>5&gt; TOTAL EXPENDITURES</b>	<b>132,115</b>	<b>226,481</b>	<b>225,423</b>	<b>126,736</b>	<b>125,441</b>	<b>124,961</b>
<b>Net Income Surplus/(Deficit): 4-5</b>	<b>248</b>	<b>225</b>	<b>225</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Amortization of capital assets</b>	<b>248</b>	<b>225</b>	<b>225</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Net Income Surplus/(Deficit) After Amortization</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net assets (deficit), beginning of year</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>
<b>Net assets (deficit), end of year</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>	<b>2,572</b>

- (1) MCCSS - Youth Opportunities Fund Program: The budget for fiscal 2021-22 does not include \$500K of Economic Recovery and Resilience Funds. The additional funds are added as per amended agreement for fiscals 2021-22 to 2023-24. Economic Recovery and Resilience Grant is for COVID related relief to address the immediate needs of Black communities, and then longer-term recovery and resilience of those communities.
- (2) Deferred Contribution Balance is a negative number due to the fact that the first installment for Community Building Fund (\$30M) was received from MHSTCI in Q4 of 2020-21. Transfer Payment Agreement was signed on Feb 11, 2021 with the grants to be disbursed in 2021-22.
- (3) As part of OTF's ongoing commitment to expenditure management OTF continues to drive efficiencies and budget numbers to reflect OTF's ongoing commitment to expenditure management, including Bill 124, Protecting a Sustainable Public Sector for Future Generations Act, 2019. Due to the pandemic OTF is anticipating a 10% increase in the Health Benefits.

## 11. Information Management

**For fiscal year 2022–2023, OTF will:**

1. Review and update OTF's Cybersecurity Strategy to improve OTF's cybersecurity posture and ensure proper controls and strategies are in place to mitigate risks and adapt to a post-pandemic workforce and threat landscape.
2. Continue a cloud-first strategy that during COVID-19 enabled OTF to switch to remote work with no loss in productivity or disruption of services. This priority supports the desire to reduce OTF's datacenter footprint.
3. Implement continuous enhancements to deliver on Government priority of digital first and service modernization.
4. Continue to provide technical and systems process expertise to the OTF business units to help support government priorities and OTF business plans.
5. Explore new online service delivery models to meet or exceed customer service standards.
6. Implement continuous improvements to the end-user experience.
7. Ensure new and existing systems meet AODA standards across all our public and internal digital platforms.
8. Continue with service contract reviews and vendor management best practices to ensure that services provide value and align with OTF's needs post-COVID-19.
9. Increase technical literacy for staff and volunteers to use the digital systems that are in place by deploying self-help tools and learning aids.
10. Continue to strengthen OTF's ability to make evidence-based decisions.
11. Collect and learn from race-based data to ensure equitable access to OTF funding for the most under-served communities and communities most impacted by COVID-19 across Ontario.
12. Support the Business Intelligence strategy to enable integrated reporting of operational and investment results.
13. Continue to be a sector lead on the Open Data/Open Government Initiatives.

**Cybersecurity:** A remote workforce is exposed to cyber threats and risks that would have otherwise been properly mitigated or controlled in a centralized office environment. With recommendations and learnings from a security and vulnerability assessment conducted in 2021-2022, we will review and update the Cybersecurity Strategy, and implement new controls and mitigation strategies to adapt to the current threat landscape. This work will help reduce the likelihood and impact of a cybersecurity incident and help ensure the availability and integrity of OTF data and systems.

**Granting System:** OTF's online application and grants management system provides a 100% digital experience for applicants and grantees. Ongoing processes 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. Work will be completed to ensure that best practices are employed, and new platform features are leveraged to provide an enhanced user experience and maintain system reliability and data integrity. Planned system enhancements in 2022-2023 will offer OTF added flexibility to offer more grant streams in the future.

**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 ensured quality data is accessible and timely and supports the continued use of BI in OTF's work – 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. OTF has enhanced the backend BI infrastructure to build on this framework and ensure a strong data governance plan is in place to support the continued use of Business Intelligence in OTF's work.

**Customer Relationship Management:** OTF's Customer Relationship Management system will better integrate with the grant management system, enabling improved stakeholder engagement with information at the right time in the right place, and eventually create digital relationships with Ontarians. Last year OTF received 8,269 phone calls and 3,311 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.

**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, all major business systems have been successfully migrated to cloud solutions or host providers. In 2022-2023, OTF will continue to explore opportunities to further reduce the datacenter footprint.

**Technical Literacy:** Technical literacy training is undertaken with both staff and volunteers to foster a digital first mindset. OTF will enhance technical training to enable staff and volunteers to function effectively in a paperless OTF environment. Implementation of a Digital Adoption Platform (DAP) will offer staff and volunteers in-system training and support when they need it. Response to the launch of the DAP to staff and volunteers have been overwhelmingly positive. In 2022-2023 OTF will look to expand its DAP offering to more areas of the system and to additional audiences.

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

## 12. Initiatives Involving Third-Party Partnerships

OTF partners with private, public, and non-profit funders to build a stronger non-profit sector in Ontario.

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 focus on 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 research, convening, information sharing and technical assistance that complement other granting investments. The program is designed to mobilize relationships and resources in communities to build the capacity of the non-profit sector to innovate and deliver better outcomes for Ontarians.



Through investments in non-profit sector infrastructure and intermediary organizations, OTF is able to advance its strategic priorities.

### **Strategic Priorities**

- Community-led research & development
- New sources of capital
- Measurement & evaluation
- Data & learning

Through our Strategic Priorities, OTF will build the capacity of the non-profit sector to:

- Utilize research & development infrastructure and practices
- Adopt diverse financial tools and resources to generate new revenue
- Access a growing number of community finance opportunities
- Measure and articulate impact
- Use, share and mobilize knowledge and evidence to achieve impact

Current examples of partners include:

- l'Assemblée francophone de l'Ontario
- Circle on Philanthropy and Aboriginal Peoples in Canada
- Foundation for Black Communities
- Ontario Nonprofit Network
- Community Foundations Canada
- Philanthropic Foundations Canada
- Technovate
- New Power Labs

To effectively advance our Innovation and Impact strategy over the next three years, OTF will focus on:

- Embedding equitable approaches in our work and investing in partnerships that results in equitable outcomes.
- Shining the light on the importance of infrastructures and intermediaries in supporting the capacity of the non-profit sector to make change and in advancing broad sector initiatives to build stronger organizations.
- Advancing systems leadership that fosters strong relationships, collaboration, trust and innovation to effectively address macro social issues.

# Appendices

**Appendix A:** Implementation Plan

**Appendix B:** Communications Plan

**Appendix C:** Risk Register

## Appendix A: Implementation Plan

OBJECTIVE			2022											2023		
			Q1				Q2			Q3			Q4			
			Ma	Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma	
<b>Invest granting budget into Ontario communities in line with Investment Strategy:</b> <ul style="list-style-type: none"><li>Deliver granting timeframes for 2022-2023 fiscal year for the Resilient Communities Fund and Capital grant</li><li>Deliver a portfolio of grants that align with the investment strategy</li></ul>	Resilient Communities Fund	<b>Deadline 1</b>														
		Outreach / Application Period														
		Application Deadline		Apr 6												
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings														
		Board meeting - Approve Resilient Communities Fund Grants (Deadline 1)				Jul 7										
		<b>Deadline 2</b>														
		Outreach / Application Period														
		Application Deadline										Dec 7				
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings														
		Board meeting - Approve Resilient Communities Fund												Mar 22		
Capital grant	Outreach / Application Period															
	Application Deadline						Aug 3									
	Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings															
	Board meeting - Approve Capital Grants									Nov 3						
Youth Opportunities Fund	Outreach															
	YOF Application period and Deadline (Expression of Interest)							Sep 21								
	Application support YOF application Deadline															
	Application Deadline (Youth Innovation/Family Innovation)										Dec 7					
	Application Assessment (OTF staff and Grant Review Committee) and GRC meetings															
	Board meeting - Approve YOF Grants												Mar 30			
<b>Demonstrate impact of our investments:</b> <ul style="list-style-type: none"><li>Continue to measure the impact of grant investments and refine our measurement approach based on best practices as well as feedback from grantees and community members</li><li>Continue outcome analysis research and aggregation of findings with data available to this point.</li></ul>																

OBJECTIVE			2022									2023		
			Q1			Q2			Q3			Q4		
			Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
<b>With community partners, advance the sector's capacity in research and development, accessing social finance and making better use of data and evidence:</b> <ul style="list-style-type: none"> <li>Leverage partnerships that enable collaboration and innovation among organizations to build a stronger non-profit sector</li> <li>Build the capacity of the sector to innovate and attract new sources of finance</li> <li>Advance the sector's use and sharing of data and learnings to demonstrate their impact</li> </ul>														
		Partnership Investments												

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

\*Annual Report

\*Business Plan

## Appendix B: Communication Plan

### Priorities

- Clearly communicate OTF's support to the non-profit sector
- Stakeholder engagement
- Communications excellence through effective and efficient practices

Audience	Objectives
<b>Applicants and Grantees</b>	Accessible information and resources to support applicant access to OTF grants
<b>Ontario Government</b>	Align priorities to Ontario Government's recovery efforts to deliver essential funding to non-profit organizations through OTF
<b>Private, Public and Non-profit Sectors</b>	Thought leadership and knowledge mobilization to strengthen the non-profit sector
<b>Staff and Volunteers</b>	Effective internal communications and information sharing

Priority: Clearly communicate OTF's support to the non-profit sector		
Strategy	Actions	Timing
Integrated digital strategy	<ul style="list-style-type: none"> <li>• Improve customer support with ongoing improvements to the online experience</li> <li>• Leverage owned assets and enhance content strategy to:               <ul style="list-style-type: none"> <li>○ Bring visibility and raise awareness of the government's investments in communities.</li> <li>○ Enhance visibility of our grantees, to a) support their work and increase chances of success for applicants b) increase access to resources and support c) reflect impact of investing in programs in local communities across Ontario</li> <li>○ Advance thought leadership.</li> </ul> </li> <li>• Ongoing audience acquisition through increased use of analytics and targeted communications.</li> </ul>	2022–2025

Priority: Stakeholder engagement		
Strategy	Actions	Timing
Government Engagement strategy	<p>Ensure MPPs and government have relevant information about OTF grants/deadlines to share with their communities / constituents</p> <p>Leverage opportunities across government Ministries:</p> <ul style="list-style-type: none"> <li>• Outreach and opportunities to engage key government contacts and MPPs to keep them informed and updated on OTF activities</li> </ul>	2022–2025
Continue outreach and engagement with underserved communities	<ul style="list-style-type: none"> <li>• Support targeted outreach to underserved communities</li> <li>• Utilize efficient spend in digital channels to communicate relevant information</li> </ul>	2022–2025
Support grantee's recognition requirements	<ul style="list-style-type: none"> <li>• Engage MPPs in grant recognition</li> <li>• Ensure grantees undertake recognition activities to acknowledge Government funding</li> </ul>	2022–2025

Priority: Communication excellence through effective and efficient practices		
Strategy	Actions	Timing
Develop skilled communicators across the organization	<ul style="list-style-type: none"> <li>• Support development of knowledge and skills to build communication capacity of OTF employees</li> <li>• Develop and share key resources to ensure consistent and accurate messaging about OTF</li> </ul>	2022–2025
Apply a strategic approach to supporting internal communication needs	<p>Maintain high level of customer service for internal audiences by providing strategic and tactical communication support:</p> <ul style="list-style-type: none"> <li>• Ensure consistent communications across all channels and assets</li> <li>• Provide strategic communication council</li> <li>• Establish issues management protocols to monitor, identify and respond to issues</li> </ul>	2022–2025
Leverage data and metrics collection	Ongoing collection and analysis of communications metrics and data (media stories, web, social media etc.) to inform communication planning	2022–2025
Communication Protocols	Ensure fulfillment of communication protocols as outlined in OTF's Memorandum of Understanding with MHSTCI	2022-2025



## Appendix C: OTF Risk Register

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

### OTF Risk Register 2022-2025

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
1	<b>Invest the granting budget into Ontario communities in line with the Investment Strategy</b>	Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.	Governance/ Accountability- Controllershship/ Compliance.  Perception/ Stakeholder – Reputation  Delivery/ Operational – Business Continuity  Work life balance and staff wellbeing	<ul style="list-style-type: none"> <li>• Staff monitor progress to timeframes and re-calibrate operations plan, shift work, manage risks associated with applicants etc. to be able to deliver granting as smoothly as possible.</li> <li>• Senior Leadership Team reviews quarterly status updates on the implementation of the operational plan.</li> <li>• For granting programs administered for other Ministries, staff monitor progress to timeframes set in TPAs and report quarterly to the funder.</li> </ul>	Possibly (4)	High (4)	Medium-High Risk (16)	<p>Continue to review and assess effectiveness of the existing controls and mitigation strategies.</p> <p>Risk discussed regularly at F&amp;A Committee and Board meetings here.</p>
2	<b>Demonstrate the impact of investments in communities</b>	OTF's grantees fail to achieve expected outcomes	Governance/ Accountability- Controllershship/ Compliance.  Policy – Outcomes Public Perceptions/ Stakeholder – Reputation	<ul style="list-style-type: none"> <li>• OTF follows an outcomes-based grant model, in which applicants are required to align their initiatives with clear outcomes and grant results they aim to achieve.</li> <li>• The following controls are in place: <ul style="list-style-type: none"> <li>- Organization eligibility and financial health assessed for each application</li> <li>- Grant contract always executed</li> <li>- Grantee onboarding tools</li> <li>- Mandatory orientation webinar for new grantees</li> <li>- OTF's Monitoring Standards and Guidelines for staff &amp; ongoing training</li> <li>- Grantee reporting requirements</li> <li>- OTF's Rescind and Recovery Policy</li> <li>- OTF's quality assurance processes</li> <li>- Policy of continuous quality improvements</li> </ul> </li> </ul>	L: Likely (4) Due to the strain Covid put on organizations, likelihood increased to 4.	I: High (3)	Medium-High Risk (12)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
				<ul style="list-style-type: none"> <li>• Early identification of potential issues through daily media monitoring.</li> <li>COVID-19: <ul style="list-style-type: none"> <li>• COVID-19 has had a significant impact on our grantees (from delays, programming on hold, to having to temporarily shut down operations). OTF Staff stay in close touch with grantees and have provided flexibility with timelines and how grantees deliver their funded projects; supporting grantees who are able to adapt delivery of programs i.e.: virtually/on-line instead of in-person.</li> <li>• To ensure accountability, staff proactively contact all active grantees to discuss grant requirements in the context of COVID. Where needed, additional grantee support will take place for impacted projects before payments are released. For projects that need to adapt their approach due to COVID, a plan is required before changes are approved to ensure scope and impact remain consistent with terms and conditions of the grant. Grants that are unable to proceed at this time have been placed on hold and no payments will be released until staff have confirmed that the project is ready to resume.</li> </ul> </li> </ul>				
3	<b>Invest the granting budget into Ontario communities in line with the Investment Strategy. Demonstrate the impact of investments in communities</b>	Due to grants not equitably accessible or distributed to eligible groups throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be tarnished	Public Perceptions/ Stakeholder - Reputation.  Governance/ Accountability- Controllershship/ Compliance.	<ul style="list-style-type: none"> <li>• OTF's comprehensive website ensures knowledge of its granting programs is widespread, in both official languages.</li> <li>• OTF leverages use of social media channels to raise awareness of and promote grant opportunities.</li> <li>• New website is AODA compliant, ensuring accessibility to people with disabilities.</li> <li>• Staff track grants made to population groups and types of organizations and carry out targeted outreach using a menu of tools that includes in-person meetings, phone coaching, and digital tools.</li> <li>• Board approved OTF has a Diversity, Equity and Inclusion Framework for staff, volunteers and communities.</li> <li>• OTF set up an Anti-Black Racism Task Group to provide recommendations on how the Foundation can continue to listen, learn and act in ways that address racism internally and ways to increase granting to black communities. These recommendations served as a basis for OTF's Anti-Black Racism Action Plan which is aligned with OPS Anti-Racism Directorate action plan and is rooted in the best practices in the philanthropic sector.</li> </ul>	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	This risk is generally well mitigated; OTF places a high priority on equitable access to its funding and monitors this area and adjusts its activities and strategies on an ongoing basis as required.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
4	<b>Invest the granting budget into Ontario communities in line with the Investment Strategy</b>	Due to high GRT vacancy, one or more GRTs might not carry out their business, jeopardizing OTF ability to grant in an effective and accountable manner.	Delivery/ Operational – Human Resources, Business Continuity	<ul style="list-style-type: none"> <li>Monthly calls with MO Appointments Team to review and support GRT appointments.</li> <li>OTF Corporate Governance &amp; Policy Committee and Board reviews quarterly the status of appointments.</li> <li>Business continuity processes are in place should volunteer numbers drop below requirements.</li> <li>Since 2018 OTF activated an approach for enlisting temporary volunteers to complement Government appointed GRT members, with an emphasis on catchments in critical need of more volunteers.</li> </ul>	Unlikely (2)	High (4)	Medium Risk (8)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
5	<b>Invest the granting budget into Ontario communities in line with the Investment Strategy Demonstrate effective and accountable stewardship of public funds</b>	In an event of reduced budget allocation for OTF, communities' ability to recover and have a positive impact on the Ontarians would diminish. This will also negatively impact OTF operations.	Governance/ Accountability- Controllershship/ Compliance.  Delivery/ Operational – Human Resources, Business Continuity	<ul style="list-style-type: none"> <li>OTF consistently demonstrates its value for money</li> <li>This risk cannot be totally mitigated by OTF</li> <li>OTF policy requires a minimum of 6 months fixed operating costs to be held in reserves</li> <li>Quarterly financial statements reviewed by Finance &amp; Audit Committee and the Board.</li> </ul>	I: High (3)	Very High (5)	Medium-High Risk (15)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
6	<b>Invest the granting budget into Ontario communities in line with the Investment Strategy. Demonstrate effective and accountable stewardship of public funds</b>	Operational disruptions can result in high risk of burnout, lower employee engagement and turnover, hindering OTF's ability to achieve business objectives.	Delivery/Operational – Human Resources, Business Continuity  Public Perception/Stakeholder - Performance	<ul style="list-style-type: none"> <li>Regular ongoing communication from CEO to all staff.</li> <li>Semi-annual staff pulse surveys are followed up as appropriate.</li> <li>The Employee Culture and Engagement Committee has identified strategies to address staff concerns e.g., leadership development, determining how wellness initiatives can be used as a tool to increase employee engagement.</li> <li>During COVID-19, leadership has been supportive providing regular updates, flexibility in work schedules, and additional supports when needed. As a result, there was no drop in productivity, on the contrary staff were agile and pivoted quickly in the program delivery to support the needs of the sector.</li> <li>Talent and Engagement monitors employee engagement and organizes relevant educational sessions, eg on mental health, wellness, and resilience.</li> </ul>	Possibly (3)	High (4)	Medium-High Risk (12)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
7	<b>Demonstrate effective and accountable stewardship of public funds.</b>	Due to lack of viable successors for key senior positions, timely delivery on BP Commitments may be hindered.	Delivery/ Operational – Human Resources, Business Continuity; Public Perception/ Stakeholder Performance.	<ul style="list-style-type: none"> <li>• SLT approved a Talent Retention Strategy in 2018. As part of the strategy OTF continually assesses the flight risk for all critical roles and high performers.</li> <li>• A succession plan is in place for all the senior roles.</li> </ul>	Possibly (3)	Moderate (3)	Medium Risk (9)	Continue to review and assess effectiveness of mitigation strategies.
8	<b>Demonstrate effective and accountable stewardship of public funds</b>	Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.	Delivery/ Operational – Business Continuity, Information/ Privacy, Information and Information Technology  Public Perception/ Stakeholder – Performance, Reputation	<p>The following strategies are in place to mitigate risks related to data governance, data integrity and data security:</p> <p><b>People</b></p> <ul style="list-style-type: none"> <li>• Annual security awareness program for all staff and monthly simulated phishing campaigns.</li> </ul> <p><b>Process</b></p> <ul style="list-style-type: none"> <li>• OTF Business Continuity Plan and IT Disaster Recovery Plan</li> <li>• Physical backup on- and off- site (cloud) of OTF data and systems.</li> <li>• 24/7 infrastructure monitoring to allow for notice of potential issues.</li> <li>• Cyber insurance policy in place with annual renewals and reviews to ensure adequate coverage</li> <li>• IT service desk and infrastructure monitoring and management outsourced to a best-in-class IT vendor.</li> <li>• Biennial security assessments completed by security vendor.</li> <li>• Creation of the Data Governance Committee.</li> <li>• OTF has developed and implemented policies, processes, and procedures to minimize exposure to potential risks associated with the government's Open Data initiative.</li> <li>• OTF has a robust information management, vendor management and communications structure in place to effectively manage any potential misuse of information.</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Next generation firewall and intrusion prevention system</li> <li>• Data encryption on OTF laptops.</li> <li>• Use of best-in-class antivirus and anti-malware endpoint protection.</li> </ul>	L: Likely (4)	I: High (4)	Medium-High Risk (16)	Continue with the implementation of OTF's Cybersecurity Strategy and assess for effectiveness. Continue to review and assess effectiveness of existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
9	<b>Demonstrate effective and accountable stewardship of public funds</b>	Due to Black Swan events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.	Delivery/ Operational – Business Continuity  Public Perception/ Stakeholder – Performance, Reputation  Policy - Outcomes  Governance/ Accountability - Controllershship/ Compliance	<ul style="list-style-type: none"> <li>OTF has a robust Business Continuity Plan that was put at test during COVID-19, with no service disruption to applicants and grantees.</li> <li>To build a risk-intelligent culture, OTF is systemically learning from past.</li> </ul>	L: Unlikely (2)	I: High (4)	Medium Risk (8)	To strengthen response and mitigation plans, OTF will continue to monitor even unlikely trends and test improbable scenarios—from cyber breaches, cash management, vulnerabilities associated with pandemics, state of emergency, etc. Continue to build agility and resiliency at all levels – organizational, leadership, and amongst employees.