

Healthy Vibrant Ontario



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Ontario Trillium Foundation

2023 – 2026 Business Plan

2023–2024 to 2025–2026

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Executive Summary

This year, the Ontario Trillium Foundation recognizes 40 years of building healthy and vibrant communities in Ontario. OTF has invested in non-profit organizations and supported programs and services that make a positive impact.

Non-profit organizations are there for hundreds of thousands of Ontarians each day – providing essential social supports, fostering youth leadership, connecting seniors, building vital community infrastructure and much more. The sector offers both social and economic benefits that make it a vital part of the fabric of Ontario.

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

A summary of activities for 2023-2024 has OTF delivering:

- the Resilient Communities Fund stream to help the non-profit sector to recover and build capacity, resilience and sustainability and enable Ontarians to thrive.
- the Capital stream to build critical non-profit community infrastructure.
- the Youth Opportunities Fund to support grassroots groups and collaboratives to improve the wellbeing of youth and families with a focus on Indigenous and Black communities.
- Partnerships that will strengthen the impact of Ontario's non-profit sector.
- a balanced budget and effective operating expense management.
- efficient and effective operations that include: ongoing evaluation and measurement of OTF grants; a digital first approach to enable applicants and grantees to access OTF's grants; strong and safe digital infrastructure; clear and consistent communications to maintain the reputation of the Foundation; and resources and supports to continue to build a highly skilled and engaged staff team.

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.

In its 40 years of granting, OTF has invested more than \$2.6 billion into over 28,000 grants, reaching communities from Windsor to Cornwall to Kenora. OTF grants have helped most of the 444 communities across the province, making an impact on the social and economic well-being of Ontarians.

OTF, as an agency of the government, is accountable to the Ministry of Tourism, Culture and Sport and ensures its funding programs are aligned with government priorities – as outlined in the Minister's Mandate letter – and funds are invested effectively and efficiently 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. OTF's values are to:

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

Building Healthy and Vibrant Communities

OTF supports hundreds of non-profits that provide important programs, and supports, across a range of sectors, that help to improve the lives of Ontarians. OTF's operational proficiency and capacity ensure it effectively and efficiently delivers its grant programs each year on behalf of the Ontario government.

OTF invests approximately \$100 million annually, with funding from MTCS, into projects that improve the lives of Ontarians. These initiatives 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.

In addition to its core granting streams funded through MTCS, OTF administers the Youth Opportunities Fund on behalf of the Ministry of Children, Community and Social Services (MCCSS). The program provides 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.

As part of its granting operations, OTF supports and monitors a portfolio of more than 2,600 active grants valued at \$297 million. These grants are across the Community Building Fund, Resilient Communities Fund, Capital, Seed, Grow streams, and the Youth Opportunities Fund.

And as a long-established grantor, OTF has undertaken and delivered numerous other relevant grant programs on behalf the Ontario government. OTF continues to be open to opportunities that support the government's priorities that help to build the vibrancy and resilience of communities.

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 priority to deliver value for money, by 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 through:

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

Providing stability as the non-profit sector adjusts to a new normal

OTF will also continue to align with the government's priorities for the non-profit sector's recovery and ongoing resiliency. And OTF will continue to invest to help the non-profit sector to support the development of stronger and more resilient organizations in the coming year by investing in relevant and vital projects that will help the sector continue to build healthy and vibrant communities into the future.

During the most disruptive period of the pandemic, Ontario's non-profit sector was impacted in immeasurable ways as organizations faced significant sustainability challenges while under great strain to respond to the increased demand for community services.

Non-profit organizations continue to face numerous challenges in their longer-term recovery while also finding new solutions and opportunities that will continue to help build their capacity and sustainability.

The Resilient Communities Fund has helped organizations to address their immediate, medium, and longer-term needs to rebuild and recover. It was initiated as a response to the immediate impacts of the pandemic and has been adapted over time to respond to the overall disruption affecting the non-profit sector. The program is addressing the fact that organizations continue to need time and resources to recover. Organizations are experiencing fundraising challenges, staff and volunteer gaps, increasing expenses, and a myriad of changing community needs. The program works to address the needs of the sector with grants that help organizations to rebuild their capacity and build resiliency and sustainability.

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. The business plan is also grounded on three relevant drivers: state and needs of the sector; government priorities and directives; and OTF's mandate, investment strategy and its capacity to deliver.

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

2023 – 2026 Plan

Deliver on OTF's Investment Strategy: OTF will offer three grant deadlines in 2023-2026 with two deadlines of the Resilient Communities Fund and one deadline of the Capital grant.

The Resilient Communities Fund: An important consideration for 2023-2024 is providing stability and building resiliency for the sector.

The Resilient Communities Fund was initiated in 2020-2021 to help organizations in the sport and recreation, human social services, arts and culture, and environment sectors to re-build their capacity, and build their resiliency and sustainability so they can offer meaningful community programs and services as they continue to adapt to evolving community needs.

Non-profits across all sectors that OTF funds continue to face a variety of challenges and to be affected in different ways, including their ability to hire and retain staff and volunteers, changing and increasing community needs, decreases in fundraising, supply chain deficiencies and increasing operational costs. To support the needs of the non-profit sector, OTF will again deliver the Resilient Communities Fund in 2023-2024.

Each of the past two years the Resilient Communities Fund has been modified to address some of the changes to the existing environment and challenges that the sector has been coping with. OTF will continue to undertake minor adjustments to the Resilient Communities Fund guidelines to ensure it continues to be relevant for non-profit organizations delivering programs and services impacting in OTF's Investment Strategy Action Areas: Connected People, Green People, Promising Young People, Active People, Inspired People and Prosperous People.

The Resilient Communities Fund's outcomes will help organizations to build capacity, reimagine and deliver programs, purchase relevant equipment, and build longer term sustainability so they can continue to meet community needs. Two deadlines will be offered in 2023-2024.

Capital Stream: OTF will also continue its support of capital infrastructure needs in the non-profit sector through the Capital stream. Capital grants help non-profit organizations to address community need by improving the infrastructure Ontarians need to thrive. Capital grants will fund projects that: improve access to community spaces, facilities, programs, activities and services; make programs and services better and more efficient and make better use of technology so organizations can facilitate community members' full participation in the life of the community.

Projects that are funded include expanding the use of space, square footage, and/or usable hours in community spaces; repairs, retrofits or renovations; improving facility or space to make it accessible to all people; and the purchase of fixed and non-fixed equipment.

OTF's capital funding has consistently been in high demand and continues to be a prevalent need in the non-profit sector. One deadline will be offered in 2023-2024.

Youth Opportunities Fund: The program provides grants and capacity building supports focused on improving the wellbeing of children, youth, and families facing systemic barriers, prioritizing Indigenous and Black communities. YOF will continue to fund through its three granting streams:

Youth Innovations, System Innovations and Family Innovations. Additionally, the YOF will oversee and monitor the Economic Recovery and Resilience grants, awarded on behalf of the Ministry of Citizenship and Multiculturalism (MCM) in 2022-23, as part of their continued commitment to the Black Youth Action Plan (BYAP).

Ongoing Monitoring of Open Grants: OTF continues to monitor more than 2,600 open grants – from across Resilient Communities Fund, Community Building Fund, Capital stream and Youth Opportunities Fund. There continues to be a small number of grants monitored in the Grow grant stream. OTF undertakes monitoring of open grants to ensure accountability of delivery of grants, ongoing review of risks and ensure grantees deliver on expected results.

2024 – 2026

OTF will review any relevant outputs from the Mandate review and data on sector needs.

2) 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:

- Profiling 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.
- Embedding equitable approaches in our work and investing in projects and partnerships

OTF also supports the capacity building of the sector through the capacity building program embedded in the Youth Opportunities Fund as well as through the Measurement, Evaluation and Reporting supports that are resources through a third-party research service provider.

3) 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 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 40 years of delivering grants, the Foundation has evolved into a highly efficient, leading grantmaker that is cost-effective, accountable, and evidence-based in its approach 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.
- **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 \$110 million in 2022-2023 into local communities ensuring: appropriate allocations through its catchment areas; operating budget was consistent with financial allocations; and government directives were followed 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 MTCS and other key Government priorities:
 - 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:** Volunteers are critical to OTF's application assessment process. They bring local perspective and knowledge of community needs and diverse expertise to assess applications and recommend grants that will have the greatest possible community impact. Up to 336 volunteers serve on Grant Review Teams in 16 catchment areas, along with the 18 Grant Review Committee members that assess Youth Opportunities Fund applications.
- **Customer Service:** OTF has adapted its customer service and supports to provide fulsome online and digital support in addition to assistance available through our support centre (phone and email) and various information sessions provided throughout the year. As well as more in-depth one to one support provided by Program Managers for applicants/potential applicants and on-going support for grantees provided by Program Managers from onboarding through to grant closure.
- **Government Engagement:** OTF's unique model provides an opportunity for local engagement with Members of Provincial Parliament. Local projects enable grantees to connect with MPPs to create recognition opportunities that acknowledge the role of the Provincial government and offering ways for MPPs to experience the impact of OTF grants in their communities.
- **Support Government's 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 2023-2024 funding will continue to invest with a focus on enabling non-profit organizations to build up their capacity, resilience and sustainability, in turn positively impacting communities they serve.
- **Innovate and align with contemporary and future workplace trends:** Over the last two years, OTF has successfully implemented several actions that directly reflect the government's Community Jobs initiative. OTF has embraced a new, lower cost way of working that focuses on being in local communities across Ontario. By putting in place an innovative approach to the way our team works OTF reduced its real estate footprint for the Toronto office by 97%. Funds saved from real estate costs will be invested into the granting budget.

- OTF's employees are in more than 50 communities across the province (from Windsor to Cornwall, Sudbury to Dryden, Hamilton to Sault Ste. Marie). With employees living and working in many corners of Ontario, it enables OTF to deepen its understanding of the unique character of each of our 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 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 important changes to make Ontario communities healthier and more vibrant. It provides a framework, for what and how OTF invests. OTF's six Action Areas identify what we fund and specifically the impacts that grantees can be expected to make in their communities. The 'how' is delivered by different granting streams that are offered and help to meet the different needs of organizations and communities. The strategy is based on the 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.

The Resilient Communities Fund was initiated in 2020, with funding focussed on projects centred on the stabilization and rebuilding of organizational capacity in the non-profit sector. As organizations continue to adapt to their changing environments, OTF will provide grants for projects that continue to help rebuild capacity, and build resilience and sustainability, to meet the changing needs of communities.

Action Areas

The Investment strategy is designed to support community projects addressing local needs and challenges. These Action Areas operationalize – '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

Current Grant Streams

In addition to delivering the Resilient Communities Fund stream since 2020, OTF has offered, Seed, Grow and Capital grant streams since 2015, to invest in community projects where the greatest impact can be made and enabling a rich and informative body of data and learning.

- Resilient Communities Fund: Funding to help non-profit organizations to build resiliency and effectively deliver programs and services that meet the changing needs of communities.

- Capital grant stream: Support of infrastructure is essential to building community engagement– Capital funding helps broaden access to and increase/improve community spaces and programs.

The Seed and Grow grant streams have been on hold while OTF has offered the Resilient Communities Fund. The Seed grant stream supported organizations to start projects at the idea or conceptual stage, while Grow grant stream funded community projects that are evidence-based and drive at achieving greater impact in their community

Seed grants 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 grants were an opportunity for organizations to launch, replicate or adapt a program, scale up or improve the quality of a current program.

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 invest in youth-led grassroots groups and youth-adult partnerships to explore different approaches, and new ideas or expand the reach or impact of proven projects supporting young people ages 12-25.
 - Family Innovations: To invest in parent-, guardian- or caregiver-led grassroots groups to explore different approaches and new idea or expand the reach of proven community projects supporting parents, guardians and caregivers (PGC).
 - System Innovations: To invest in collaboratives that are strengthening the quality and responsiveness of systems, so they work better for youth facing systemic barriers.

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,
- 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 16 Grant Review Teams and 18 volunteers on YOF's Grant Review Committee 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

- 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.

Strategic Drivers

The business plan is informed by three key drivers that enable OTF to identify its annual business priorities:



INVESTMENT STRATEGY

What we fund



An agency of the Government of Ontario
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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

GRANT RESULTS

Trained and certified coaches, officials and volunteers

Infrastructure is accessible and available for physical activity

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

People who are isolated have connections in their community

People participate in ecosystem conservation and restoration efforts

People connect with the environment and understand their impact on it

Arts, culture and heritage have appropriate spaces

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

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

Youth facing barriers volunteer and are in leadership roles

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

People have the skills and knowledge to achieve greater financial independence

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

Ontarians participate in an active lifestyle

People who are marginalized take on leadership roles in their communities

People who are isolated have connections in their community

Conservation and restoration efforts are better planned and more sustainable

People and resource users take deliberate actions to benefit the environment

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

People are engaged in community-based arts creation

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

Youth are involved in creating solutions for challenges facing their communities

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

People become and stay employed

Infrastructure for unstructured and structured physical activities

Ontarians participate in an active lifestyle

Diverse groups work together to improve community life

People who are isolated have connections in their community

Conservation and restoration efforts are better planned and more sustainable

Mechanisms are developed to promote responsible resource stewardship

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

People are engaged in community-based arts creation

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

Youth are involved in creating solutions for challenges facing their communities

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

People become entrepreneurs

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

🏠 Capital Grant Results

3. Overview of Current and Future Programs and Activities

Community Investments:

OTF's community granting program is the Foundation's primary focus. Grants provide support to short, medium and longer-term projects led by non-profit organizations that aim to build healthy and vibrant communities.

Building Sustainability

Nearly two-thirds of non-profits experienced increased demand for services during the COVID-19 pandemic, while 34% remained financially precarious. Organizations face continued challenges in building sustainability in this post-Covid phase due to staffing gaps, increased costs, and revenue generation. The Resilient Communities Fund will be extended to 2023-2024 to address these on-going needs of the sector as non-profits continues to rebuild their capacity and build resiliency and sustainability.

Grant Investment Strategy

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

Other Grant Programs

OTF administers the Youth Opportunities Fund on behalf of the MCCSS. The YOF continues to grant to new cohorts each year with an emphasis on Indigenous and Black communities.

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 2023–2024

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.
- Delivering recovery support to the non-profit sector in alignment with the government's priorities and to help the non-profit sector rebound, recover, grow, and thrive. Grants help the non-profit sector to recover 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

- Diversity and Inclusion
- Data Collection
- Digital Delivery and Customer Service

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 while optimizing to increase performance, efficiency, and agility.
- Maximize the benefits from existing technology and investigate new tools and platforms to improve customer service delivery including applicant outreach and reduce costs of outreach and increase 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.
- Digital optimization to support grant review teams in the assessment of applications
- Continuous improvement to OTF's business intelligence infrastructure to provide timely reporting and data to support evidence-based decisions.

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, and from support centre to group coaching and information sessions to one-on-one coaching.
- Support to declined applicants to help them improve future applications.
- Support current grantees as they work to successfully deliver on the expectations of their grant projects through robust onboarding and monitoring.

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 relevant new granting opportunities with government partners to support shared priorities

- Incremental funding from the Ontario government into OTF's current grant streams can ensure additional funding is invested with maximum value to the sector.
- OTF has an effective granting infrastructure, processes and procedures and a low operating cost ratio that enables it to be an effective and high value partner for government investments.
- OTF can identify relevant current government grant programs that could be administered by OTF to leverage OTF's strong infrastructure and with maximum efficiency.

- In addition to funding received from MTCS and MCCSS (for the YOF program), OTF is currently administering \$1 million in grants to support MCM's Economic Recovery and Resilience Fund as part of the province's Black Youth Action Plan.
- OTF has also been successful in leveraging federal funding through its Partnership Investments program, including \$750,000 received in 2022-23 to administer in Ontario Economic and Social Development Canada's (ESDC) Investment Readiness Fund, through our Catalyst social finance partnership.
- Through its procurement process, OTF contracts for key services to help administer its grant programs and specifically ensuring effective measurement and evaluation. For example, services are currently provided by The Students Commission of Canada to support evaluation capacity building and reporting for grantees in the Youth Opportunities Fund; and measurement, evaluation and reporting services are provided by a third-party research service provider for grantees in the Community Investments program.

5. Resources needed to meet goals and objectives

Budget: To meet the objectives in the plan, it assumes a total funding commitment for 2023-2024 of \$120.8 million from the Government of Ontario with \$103.5 million from MTCS (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. With the Resilient Communities Fund, this increased to \$8 requested for every \$1 funded 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 for the Foundation to implement effective and efficient granting processes, provide a high level of support and customer service to the non-profit sector and ensuring transparency and accountability for how public funds are invested in 2023-2024.

Local Volunteers: Volunteers bring essential local knowledge to grant assessment and are integral to the Foundation's unique community-based grantmaking process. Volunteers participate in grant review teams. Up to 336 volunteers invest their time to make Community Investment grant recommendations and up to 18 for the Youth Opportunities Fund. All grant recommendations are approved by OTF's Board of Directors.

Granting Operations: OTF's applicant and grant operations includes experienced staff with specialized experience to enable the organization to manage the application and granting process effectively and efficiently, with a high level of accountability while providing a high level of customer service. The customer facing process includes: all applicant resources and supports and applicant outreach to enable any eligible organization to apply; through to applicant notification and grantee support. Internal processes are transparent, fair and accountable and enable staff and volunteers to effectively provide relevant applicant outreach, assessment, support, and monitoring. OTF investment in grant infrastructure ensures it meets evolving technical and security requirements, while continuing to improve the applicant and grantee journey.

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 a number of 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 2023-2026

Goal	Objectives	Metric*	2023-24 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant investment budgets 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 grant investments delivering projected results	80%	Grantees fail to achieve intended impact OTF or its partners fail to achieve intended impact	6	
Goal 2: Support innovation in the non-profit sector to deliver greater impact	With community partners, advance the sector's capacity for research and development, social finance, and better use of data and evidence	Dollars leveraged through partnership	≥\$1.00	OTF fails to attract contributions from partners	2	Strategy Operations Continuity

Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets	$\leq 100\%$	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 2023-2026

		LOW (1-6)	MEDIUM (7-10)	MEDIUM-HIGH (11-19)		HIGH (20+)
Likelihood	5					
	4			Inability to provide compensation adjustments to keep pace with inflation can result in high risk of lower employee engagement and turnover, hindering OTF's ability to achieve business objectives.	Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.	
	3			OTF's grantees fail to achieve expected outcomes. 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. Due to lack of viable successors for key senior positions, timely delivery on BP Commitments may be hindered.	Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.	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 2023-2026 can be found on page 39.

7. Environmental Scan

The environmental scan assesses both external and internal factors that have the greatest impact on OTF's operations and ability to meet its mission.

Stakeholder Assessment

OTF stakeholders include the Government of Ontario, through MTCS, 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 engagement and 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.

Recovery of the Non-Profit Sector

OTF data collected from applicants and grantees, alongside 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 by¹:

- Higher operating costs
- Higher demand for services
- Staff retention and burnout
- Decreasing volunteer numbers
- Generate revenue from donations and fundraising events
- Digital infrastructure and skills to support continued virtual programming

Non-profits are experiencing higher operating costs with lower revenue²

- 83% of nonprofits report higher operating costs (up from 64% in 2021 survey). Higher costs are being driven largely by inflation and further strained by lower revenue from donations.

Significant Human Resource challenges are being experienced

- 65% of nonprofits report challenges with staff retention and recruitment, with 1/3 experiencing job vacancy rates of >10%. This is being driven by staff stress and burnout, a skills shortage in

¹ https://theonnn.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf

² https://theonnn.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf

the increasingly virtual delivery of programs, and less competitive compensation and wages typical of the sector.

- Volunteer shortages are widespread with 2/3 organizations reporting losing volunteers in the last year and new volunteer recruitment persisting as a challenge.
- 50% of organizations have reported these staffing and volunteer challenges as having caused them to alter or reduce the programs and services they provide.

Most non-profits reported increased and changing demand during and post pandemic

- Nearly three-quarters of nonprofits have experienced increased demand for services, an increase of 11-percentage points from 2021. This is wide-ranging across all subsectors.

Non-profit financial forecasts improved yet remain alarming

- Overall, 34% of nonprofits reported they were not financially sustainable beyond 12 months. Similar to 2021, which reported 35%, this is an improvement over 2020 which reported 51% of organizations were not financially sustainable

Granting Sectors

While the acute challenges and subsequent impacts of COVID-19 were varied among different subsectors of the non-profit sector, the transition to 'new normal' has presented some common issues across all sectors. Generationally high inflation and cost of living are straining community members driving high demand for services and operating costs for organizations trying to meet this higher and changing demand. Further, tight household budgets are limiting charitable giving, reducing revenues, which is compounded by the winding down of government funding programs associated with COVID-19 relief and recovery, resulting in organizations across the sector needing to do more with less.

This is true of both the overall non-profit sector as well as the four subsectors funded by OTF that are so fundamental to community life for Ontarians. The effect of the current challenges characterizing the conditions organizations are attempting to navigate through, combined with the lingering differential impacts experienced during the first two years of the pandemic mean that different sectors continue to experience different needs and priorities. Differences in financial stability, operational capacity, and community need has resulted in varied experiences across these sectors:

- Essential services are struggling with ever increasing demand as the economic conditions in communities drive more Ontarians to turn to non-profits for essential services supporting their basic needs. These organizations are also experiencing staff burnout and retention issues and higher operating costs, as they themselves struggle with inflation and rising borrowing costs.
- Other subsectors, vital now more than ever to the culture and connection for 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. As these organizations reopen their doors and welcome the community back to their spaces and programs, they are facing the same higher costs as seen in Ontario's economy, plus 2 years of lost revenue, and staff/volunteer recruitment challenges.

The following is a summary of the state of the non-profit subsectors funded by OTF:

Sport and Recreation

Physical inactivity was a challenge for many Ontarians through COVID-19, negating important benefits for physical and mental wellbeing, as well as important social and community connections. Especially for youth who rely on organized community and school sport, the loss of these recreational opportunities meant lost opportunities to build skills, be active, and enjoy the myriad benefits of sport participation. This sector experienced the highest proportion of layoffs for any subsector, as well as

significant losses in revenue and challenges adapting to virtual program delivery³. As a result of the significant barriers to operating and the revenue losses associated with an inability to collect membership and registration fees, this sector faced some of the highest permanent closures across the non-profit sector and will require some significant rebuilding.

As Ontarians return to the fields and gymnasiums the community sport and recreation sector is still facing challenges. This sector continues to struggle with operational and financial stability, and the recovery is expected to be slow with higher operating costs being strained with revenue generation that lags programming because of dependence on membership fees, as well as aging/insufficient infrastructure and significant staffing and volunteer recruitment challenges, central to the operation of many community sport organizations⁴. The 2-year interruption to participation may also present a gap to the pipeline of youth participating from the grassroots levels, impacting future participation in sport and physical activity, and limiting the pool of engaged volunteers and officials.

Arts, Culture and Heritage

Organizations in the Arts, Culture and Heritage sector provide opportunities for Ontarians to experience and celebrate their community pride, bringing vibrancy, life and meaningful connection. Now more than ever, communities need opportunities to come together to connect with one another and their community spirit. Across Ontario, as performances, exhibits, and cultural events were cancelled in-person due to COVID-19 health restrictions, this sector experienced significant operational and steep financial losses for the organizations and artists who make up this industry. Although Ontarians are keen to return to in-person shows, many are still hesitant to be in densely populated spaces of audiences, which may impact the recovery of these organizations and sector. The arts and culture sector is facing similar challenges to the sports and recreation sector, with revenues lagging programs and events that generate revenue through admissions and ticket sales, as well as challenges recruiting artists, staff, and volunteers back to the sector.

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. The demand for these services has risen further, as Ontarians across the province struggle with inflation and a rising cost of living that is pushing many to rely on non-profits to help them meet their basic needs. 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.⁵ While many remain financially stable for the most part, significant losses were experienced and burnout among staff persists from continued higher demand from communities, along with financial strain from higher operating costs and lower donation revenue.⁶

Furthermore, Ontarians were asked to be physically distant from one another and limit social interactions to stop the spread of COVID-19 for nearly 2 years. While this was essential for public health reasons, the social isolation and loss of social connection experienced left no Ontarian unaffected. This has impacted communities at the individual level, with quality of life and mental health indicators reported to be lower than before the pandemic, especially in youth, young adults, people with disabilities and 2SLGBTQIA+ individuals. Additionally, loss of connection to community and to each other has taken a severe toll on the vibrancy of individual Ontarians and Ontario communities.

³ https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf

⁴ https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf

⁵ <https://211ontario.ca/211-data/bi/>

⁶ https://theonnc.ca/wp-content/uploads/2021/07/2021_ONN_State-of-the-Ontario-Nonprofit-Sector.pdf

Children and Youth Services

Young people across Ontario and Canada have suffered the greatest negative impacts of the COVID-19 pandemic and associated public health restrictions across several critical domains of wellbeing and quality of life.⁷ 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.⁸

Environment

As environmental issues become ever more present in public discourse, the environmental sector delivers important programs from community farming initiatives to stewardship of natural spaces and conservancy efforts, helping Ontarians connect with their environment and support sustainability. Many of these organizations found themselves cancelling in-person events and delaying programs, as they adapted to the new restrictions of COVID-19. Although this sector benefitted from many programs being run in outdoor spaces and were less operationally impacted by public health restrictions⁹, they were also less likely to receive funding through government COVID-19 relief programs as their services were often not reflected in eligibility criteria. Further revenue generation challenges existed for these organizations, with event-based fundraising and government grants reported as the most concerning sources of revenue losses. Volunteers, staff, and higher operating costs present challenges for this sector as it moves into a new normal. Moving forward, this sector has indicated funding for new projects and flexibility from funders will be required for an effective recovery.

Key implications for the non-profit sector:

- 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.
 - While many organizations have begun to stabilize and move back to pre-pandemic operations, many continue to be in a precarious position with future viability very uncertain. This has ongoing implications and potentially serious consequences for the communities that rely on their services.
 - Across sectors, organizations are battling higher demand alongside higher operating costs driven by inflation and lower charitable giving.
 - Strain and burnout among staff and an aging volunteer pool has led to excessive staffing shortages and volunteer retention/recruitment challenges, leaving many organizations stretched perilously thin.
 - Organizations providing everyday enrichment such as arts, sports, and outdoor green spaces, are experiencing higher rates of closures amid significant operational restrictions and untenable financial situations. Throughout the course of the pandemic, the ability of these organizations to remain viable was pushed to the limit, resulting in higher permanent closures in these sectors compared to others.
 - As the shift in focus has moved from emergency adaptations to recovery and adapting to the new normal, organizations are looking for flexibility and partnership from funders, especially in light of higher operating costs and higher demand.

⁷ <https://www150.statcan.gc.ca/n1/pub/75f0002m/75f0002m2021003-eng.htm>

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

⁹ Environment Funders Canada - The Impact of COVID-19 on Environmental Organizations – One Year Later – Funder Presentation and Discussion – July 22, 2021 @ 2:00pm ET

- Many organizations across all sectors are calling for funders to provide unrestricted or operating funding, to let them pivot and adapt as needed without the additional administrative approval of the funding provider.
- 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 living is outpacing income growth, leading to high levels of household debt. Further, interest rates have increased rapidly, resulting in households 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. In addition to higher need, this also leaves households with less disposable income to support charitable causes, resulting in less funding for the very organizations helping meet this increased need from communities. Although some sectors have recovered well, many are anticipating a protracted recovery to a “new normal”.

Fiscal Environment and Economic Outlook

Ontario's economy like other provinces across the country, has been impacted by the pandemic.

As the province faces these economic challenges, Ontarians will likely continue to turn to community organizations 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. Community programs supporting the province's health, culture, social services, housing, environmental conservation, and economic development activities are vital to building healthy and vibrant communities.

More Ontarians than ever relying on community services to meet their basic needs during the pandemic. Ontarians are facing an uncertain financial future. General economic trends that all sectors face include labour shortages – and for non-profits this extends into volunteers. Many sectors are still operating with fewer staff than pre-COVID levels, This puts strain on organizations to provide services and programs, to meet community need.

Revenue generation for the non-profit sector, particularly for the sectors supported by MTCS and that contribute so much to life in Ontario from community spirit and connection to jobs and economic prosperity. Loss of jobs in the tourism, culture and sport sectors 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

- 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.

Key implications for OTF:

- Continue to support the sustainability, and capacity building of the sector through investments into non-profit organizations.
- Continue to support non-profit infrastructure through the creation of new spaces or repairing and renovating existing community spaces to meet community need and ensure accessibility to programs and services across the province.
- 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 the Rural Ontario Institute and the Northern Policy 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 OTFs 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 2023-2026 the staffing complements for the Foundation's operations, including the Youth Opportunities Fund, consists of 130 full-time equivalents, all non-unionized.

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 and benefits to the Broader Public Sector in Ontario. OTF's current compensation structure is at the median of the market. OTF is in full compliance with the August 13, 2018, directive on a salary freeze for executives.

Learning and Professional Development Strategy

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 2023-2024, 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 MTCS 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 15,000 Ontarians have gained skills to become more employable, and nearly 6,000 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 5,000 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**.
- OTF 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**.

Outcomes-based Investment Strategy and measurement framework:

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.

- **Balanced Portfolio Approach:** Ensures 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.

Impact of funds to support recovery of the non-profit sector

Investment through the Resilient Communities Fund and the Ontario government's Community Building Fund will aid in non-profit organizations' immediate, medium, and longer-term recovery efforts, help with their stabilization and building their capacity and resiliency in the aftermath of COVID-19. OTF will measure and report on how the funds provided helped grantees to build their resiliency and capacity.

Both the Resilient Communities Fund and Community Building Fund grants support a sustainable and resilient non-profit sector recovering from the impacts of the COVID-19 pandemic:

- Through the Resilient Communities Fund, approximately 2,700* **grants** will have been approved to enable organizations **to work towards recovery and building capacity and resiliency**. Projects help organizations to adapt and reimagine community programs, improve infrastructure necessary to meet public health guidelines, support strategic planning, and create new partnerships to strengthen communities across Ontario
- **Community Building Fund Operating stream and Capital stream grants** supported 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 enabled organizations to remain viable so they could continue to improve quality of life and provide services, jobs, educational opportunities, and programming for Ontarians.

* By March 31, 2023

Under the Resilient Communities Fund and Community Building Fund, grantees are required to report on overall impact and accountability for project budgets and expenditures.

- 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.

Capital Grants

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

OTF continues to measure the outcomes of Seed and Grow grants

Seed grant outcomes tracking are for shorter term and help to inform potential program development. Grow Grants expected results and outcomes are tracked longer term. Grow grantees use standardized pre- and post-survey tools as part of the grant evaluation. These tools enable 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. 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. See the Investment Strategy on Page 11 for details of the Grant Results, Priority Outcomes and Canadian Index of Wellbeing indicators for the Seed, Grow and Capital grants.

There will be a review of the Investment Strategy streams that are planned for 2023-2024. This will identify opportunities and requirements that can meet evolving sector needs in a post-COVID environment.

Measuring OTF's Performance - Key Performance Indicators and Risk Profile (2023-2026)

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

Note: Measures apply to all OTF, except where indicated.

Goal	Objectives	Metric*	2023-24 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budgets into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant investment budgets 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 grant investments delivering projected results	80%	Grantees fail to achieve intended impact OTF or its partners fail to achieve intended impact	6	
Goal 2: Support innovation in the non-profit sector to deliver greater impact	With community partners, advance the sector's capacity for research and development, social finance, and better use of data and evidence	Dollars leveraged through partnership	≥\$1.00	OTF fail to attract contributions from partners	2	Strategy Operations Continuity
Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets	≤ 100%	Change in funding allocation from the Government that reduces grant investments into communities. OTF does not meet the Board approved operating budget.	6	Strategy Operations Continuity
	Explore new granting opportunities with government partners on shared priorities	Exploratory	n/a	Identified Granting programs do not align with OTF's mandate and investment strategy, or leverage OTF's operating model		

10. Financial Budget and Staffing

Ontario Trillium Foundation (in '000s)	2021- 2022	2022- 2023	2022- 2023	2023- 2024	2024- 2025	2025- 2026
	ACTUAL	BUDGET	PROJECTED	FORECAST	FORECAST	FORECAST
PROVINCE OF ONTARIO						
MTCS - Community Investments	103,557	103,557	103,557	103,557	103,557	103,557
MTCS - Community Building Fund	75,000	0	0	0	0	0
MTCS - Summer Experience Program	7	7	0	8	8	8
MCCSS - Youth Opportunities Fund	18,581	17,326	17,326	17,326	16,826	16,826
1> TOTAL PROVINCIAL FUNDING	197,145	120,890	120,883	120,891	120,391	120,391
OTHER GOVERNMENT FUNDING						
Employment and Social Development Canada - Investment Readiness Program	0	658	658	92	0	0
2> TOTAL OTHER GOV'T FUNDING	0	658	658	92	0	0
SELF GENERATED REVENUES						
Investment Income	1,979	1,500	2,575	1,500	1,500	1,500
Other: Change in Deferred Contributions (2)	25,313	4,452	4,020			
Rescinded or Recovered Grants	3,800	3,500	3,500	3,500	3,500	3,500
3> TOTAL SELF GENERATED REVENUES	31,092	9,452	10,095	5,000	5,000	5,000
4> TOTAL REVENUE: 1+2+3	228,236	131,000	131,636	125,983	125,391	125,391
EXPENDITURES						
Salaries & Benefits: (3)						
MTCS - CI	9,387	12,224	12,225	13,122	13,298	13,501
MTCS - Community Building Fund	3,920	1,324	1,344	0	0	0
MCCSS - YOF	1,782	1,905	1,880	1,937	1,978	2,021
TOTAL SALARIES AND BENEFITS	15,089	15,453	15,449	15,059	15,276	15,522
Grants:						
MTCS - Community Investments	95,800	93,242	94,842	92,700	92,700	92,700
MTCS - Community Building Fund**	95,725	1,291	1,291	0	0	0
MTCS - Partnerships Grants	1,613	1,588	1,853	1,579	1,579	1,579
MCCSS - YOF	14,235	13,113	13,113	13,113	13,113	13,113
MCCSS - LPRF	537	0	0	0	0.00	0.00
ESDC - IRP	0	618	618	87		
Program Delivery / Grantmaking expenses (CI, YOF, ESDC)	1,511	2,682	2,126	1,857	1,711	1,551
Program Delivery / Grantmaking expenses - Community Building Fund	1,734	614	568	0	0	0
YOF Covid-19 Emergency Capacity Building Grants*	1,300	500	500	500	0	0
Support Services	504	1,769	1,145	978	902	816
5> TOTAL EXPENDITURES	228,048	130,870	131,505	125,873	125,281	125,281

Net Income Surplus/(Deficit): 4-5	189	130	131	110	110	110
Amortization of capital assets	189	130	130	110	110	110
Net Income Surplus/(Deficit) After Amortization	0	0	1	0	0	0
Net assets (deficit), beginning of year	2,572	2,572	2,572	2,572	2,572	2,572
Net assets (deficit), end of year ***	2,572	2,572	2,572	2,572	2,572	2,572

* As of 2021-22 transitioned to Economic Resilience Recovery (ERR) grants

** Fiscal 2022-23 Strategic Initiative grants

*** As per OTF's "Accessing OTF Reserve Policy":

The Reserves must be maintained at a minimum of six months' worth of fixed operating expenditures.

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

11. Information Management

As the digital world grows, it is increasingly important to have an Information Management and Technology strategy that supports the delivery of OTF's mandate as well as Government priorities around evidence-based decision making, digital first and customer centric, service delivery modernization, and risk management.

Over the next three years, OTF's Information Management & Technology strategy will focus on these following priorities:

1. Continue to 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, 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. Post-covid, this priority helps us ensure that critical business systems are highly available.
3. Implement continuous enhancements to various internal- and external-facing business systems to provide modern service delivery.
4. Continue to provide technology and digital transformation expertise to the Foundation to help support government priorities and business plans.
5. Explore new online service delivery models to meet or exceed customer service standards.
6. Explore the use of advanced Machine Learning and Robotic Process Automation that can complement or streamline existing business processes.
7. Increase technical literacy for staff and volunteers to use the digital systems that are in place by deploying self-help tools and learning aids.
8. Implement strategies to enhance data governance and information protection.
9. Continue to strengthen OTF's ability to make evidence-based decisions.
10. 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.
11. Support the Business Intelligence strategy to enable integrated reporting of operational and investment results, and advanced data analytics.
12. 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 confidentiality, availability and integrity of OTF data and systems. The next cyber security and vulnerability assessment is scheduled for 2023-2024.

Cloud-based solutions: Risks have been minimized on the infrastructure side, due to the migration of the granting system and other business systems to the cloud. Whenever possible and where it makes good business sense, cloud solutions have been selected for new systems. To date, OTF has successfully migrated all IT systems to the cloud or host providers and has decommissioned its on-premises datacenter as of July 2022. In 2023-2024, OTF will examine its complement of cloud providers and host providers to identify opportunities to consolidate and reduce infrastructure management efforts.

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.

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 ensures quality data is accessible and timely and supports the continued use of BI in OTF's work – from applications, to 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.

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 2023-2024 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

Community Investment and Youth Opportunities Fund Grantees

OTF has extensive relationships with grantees in the Community Investments and Youth Opportunities Fund grant programs.

Partnership Investments

OTF partners with organizations, institutions, corporations, funders and across governments to invest in non-profit infrastructure and intermediaries that support, strengthen and build the capacity of non-profit organizations.

The Partnership Investments 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.

OTF connects and partners with the private, public, and non-profit sector to develop the tools and mechanisms organizations need to succeed. Through investments in non-profit sector infrastructure and intermediary organizations, OTF can advance its strategic priorities. The activities undertaken within these partnerships include research, convening, information sharing and technical assistance that complement other granting investments.

The Partnership Investments program focuses on four priorities to support the non-profit sector to better serve the needs of communities and have greater impact:

- Utilize community-led research & development infrastructure and practices
- Adopt and access diverse financial tools and community finance opportunities
- Measure and evaluate impact
- Use and mobilize data, knowledge & evidence

OTF expects to work with more than 40 organizations across 28 partnerships in 2023-2024 to meet the programs four strategic priorities. These partnerships leverage \$2.00 for every \$1.00 invested by the Foundation.

Other Government Partners

OTF has also been successful in leveraging federal funding for Ontario through its Partnership Investments program, including \$750,000 received in 2022-23 to administer Employment and Social Development Canada's Investment Readiness Fund, through our Catalyst social finance partnership.

Other Third Parties

All contracts with grantees, partnership agreements (in the case of Partnership Investments) and third-party vendor contracts comply with the government's Transfer Payment Accountability Directive, supported internally by our Procurement Specialist and other financial control systems.

OTF also procures key services from third-party vendors to advance its strategic goals. Currently these include services to support granting, evaluation capacity building and measurement, evaluation and reporting, communications, IT, and HR.

Appendices

Appendix A: Implementation Plan

Appendix B: Communications Plan

Appendix C: Risk Register

Appendix A: Implementation Plan

OBJECTIVE			2022	2023									2024		
			Q4	Q1			Q2			Q3			Q4		
			Jan - Mar	Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
Invest granting budget into Ontario communities in line with Investment Strategy: <ul style="list-style-type: none"> Deliver granting timeframes for 2023-2024 fiscal year for the Resilient Communities Fund and Capital grant Deliver a portfolio of grants that align with the investment strategy Provide excellent customer service and support to applying organizations to develop strong applications Deliver outreach and service delivery to communities across Ontario including underserved communities such as Franco-Ontarian, Indigenous and 2SLGBTQIA+ Continue to ensure equitable access and consistent implementation of granting programs including geographically and with under-represented groups. 	Resilient Communities Fund	Deadline 1													
		Outreach / Application Period													
		Application Deadline	Jan												
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings	Feb 1												
		Board meeting - Approve Resilient Communities Fund Grants (Deadline 1)			May 4										
		Deadline 2													
		Outreach / Application Period													
		Application Deadline									Oct 25				
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT Meetings													
		Board meeting - Approve Resilient Communities Fund Grants (Deadline 2)											Jan 31		
	Capital grant	Outreach / Application Period													
		Application Deadline				Jun 14									
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT Meetings													
		Board meeting - Approve Capital Grants							Sep 13						
	Youth Opportunities Fund	Application period / Application Deadline - SI				Jun 20									
		Application period / EOI Deadline - YI and FI Expression of Interest						Aug 23							
		Board Meeting - Approve SI grants							Sep 13						
		Application Deadline - YI/FI								Nov 1					
		Application Assessment (OTF staff and Grant Review Committee) and GRC meetings (YI and FI applications)													
		Board meeting - Approve YI/FI grants											Jan 31		
Demonstrate impact of our investments: <ul style="list-style-type: none"> 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 Continue outcome analysis research and aggregation of findings with data available to this point. 	Grant Monitoring	Ongoing monitoring of active grants to ensure accountability, manage risk and effective outcomes of grants.													
		Grant monitored: Resilient Communities Fund; Community Building Fund; Capital; Grow.													

OBJECTIVE			2023									2024		
			Q1			Q2			Q3			Q4		
			Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
With community partners, advance the sector's capacity in research and development, accessing social finance and making better use of data and evidence: <ul style="list-style-type: none"> Leverage partnerships that enable collaboration and innovation among organizations to build a stronger non-profit sector Build the capacity of the sector to innovate and attract new sources of finance Advance the sector's use and sharing of data and learnings to demonstrate their impact 														
		Partnership Investments												

Demonstrate effective and accountable stewardship of public funds. <ul style="list-style-type: none"> Maintain transparent and effective investment in local communities Ensure modest administrative expenditures by way of comparison with other direct government investment models Manage risk and ensure accountability in our granting processes Strong Enterprise Risk Management processes aligns with OTF Strategy, industry standards and Government of Ontario priorities and requirements Explore new granting opportunities with government partners to deliver on shared priorities: <ul style="list-style-type: none"> Leverage strong governance and granting practices to take on additional granting opportunities 														
		Reporting to MTCS / 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
Applicants and Grantees	Accessible information and resources to support applicant access to OTF grants
Ontario Government	Align priorities to Ontario Government's recovery efforts to deliver essential funding to non-profit organizations through OTF
Private, Public and Non-profit Sectors	Thought leadership and knowledge mobilization to strengthen the non-profit sector
Staff and Volunteers	Effective internal communications and information sharing

OTF Strategic Goal: Deliver Grants that Improve the Lives of Ontarians		
Strategy	Actions	Timing
Grant Communications	<ul style="list-style-type: none"> • Ensure accurate, timely and clear communications and promotions of OTF grant opportunities • Improve customer support with ongoing improvements to the online experience • Leverage owned assets and enhance content strategy to: <ul style="list-style-type: none"> ○ Bring visibility and raise awareness of the government's investments in communities. ○ 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 ○ Advance thought leadership. • Ongoing audience acquisition through increased use of analytics and targeted communications. 	2023–2026
Continue outreach and engagement with underserved communities	<ul style="list-style-type: none"> • Support targeted outreach to underserved communities • Utilize efficient spend in digital channels to communicate relevant information 	2023–2026

OTF Strategic Goal: Support Ontario's Non-Profit Sector to Innovate and Deliver Greater Impact		
Strategy	Actions	Timing
Inform and Engage Funders and Intermediaries	<ul style="list-style-type: none"> • Develop relevant resources and tools that help to amplify the work of OTF's partnerships with the public, private and non-profit sectors 	2023-2026
Build Thought Leadership	<ul style="list-style-type: none"> • Through thought leadership approach, design content and resources that helps to build awareness and understanding of 	2023-2026

OTF Strategic Goal: Be a High-value Partner in the Delivery of Public Funds		
Strategy	Actions	Timing
Government Engagement	<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"> • Outreach and opportunities to engage key government contacts and MPPs to keep them informed and updated on OTF activities 	2023–2026
Support grantee's recognition requirements	<ul style="list-style-type: none"> • Engage MPPs in grant recognition • Ensure grantees undertake recognition activities to acknowledge Government funding 	2023–2026
Communication Protocols	Ensure fulfillment of communication protocols as outlined in OTF's Memorandum of Understanding with MHSTCI	2023-2026
Ensure consistent communications across all channels	<ul style="list-style-type: none"> • Develop and share key resources to ensure consistent and accurate messaging about OTF 	2023–2026
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"> • Ensure consistent communications across all channels and assets • Provide strategic communication council • Establish issues management protocols to monitor, identify and respond to issues 	2023–2026
Leverage data and metrics collection	Ongoing collection and analysis of communications metrics and data (media stories, web, social media etc.) to inform communication planning	2023–2026

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 2023-2026

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
#	State the objective that your risk analysis is intending to support.	Clearly outline the root cause, risk, and potential impact.	Select the appropriate risk category.	What controls currently exist to minimize or reduce the risk?	Risk Likelihood (1-5): Considering existing controls, what is the estimated likelihood of the risk occurring?	Risk Impact (1-5): What is the estimated impact that an occurrence of the risk will have towards the objective given the control activities currently in place?	Use risk rating formula (likelihood x impact) and/or your best judgment based on the information available. Consider: Are there other factors that could affect the assessment? (i.e. timing)	What mitigation plans are you going to implement to minimize or reduce the risk?
1	Invest the granting budget into Ontario communities in line with the Investment Strategy	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"> Staff monitor progress to timeframes and re-calibrate operations plan, shift work, manage risks associated with applicants etc. to be able to deliver granting as smoothly as possible. Senior Leadership Team reviews quarterly status updates on the implementation of the operational plan. For granting programs administered for other Ministries, staff monitor progress to timeframes set in TPAs and report quarterly to the funder. 	Possibly (3)	High (4)	Medium-High Risk (12)	<p>Continue to review and assess effectiveness of the existing controls and mitigation strategies.</p> <p>Risk discussed regularly at F&A Committee and Board meetings here.</p>

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
2	Demonstrate the impact of investments in communities	OTF's grantees fail to achieve expected outcomes	Governance/ Accountability- Controllershship/ Compliance. Policy – Outcomes Public Perceptions/ Stakeholder – Reputation	<ul style="list-style-type: none"> 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. The following controls are in place: <ul style="list-style-type: none"> Organization eligibility and financial health assessed for each application Grant contract always executed Grantee onboarding tools Mandatory orientation webinar for new grantees OTF's Monitoring Standards and Guidelines for staff & ongoing training Grantee reporting requirements OTF's Rescind and Recovery Policy OTF's quality assurance processes Policy of continuous quality improvements Early identification of potential issues through daily media monitoring. For projects that need to adapt their approach, a plan is required before changes are approved to ensure scope and impact remain consistent with terms and conditions of the grant. Grants that are unable to proceed 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. 	L: Possibly (3)	I: High (3)	Medium (9)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
3	Invest the granting budget into Ontario communities in line with the Investment Strategy. Demonstrate the impact of investments in communities	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"> OTF's comprehensive website ensures knowledge of its granting programs is widespread, in both official languages. OTF leverages use of social media channels to raise awareness of and promote grant opportunities. New website is AODA compliant, ensuring accessibility to people with disabilities. Staff track grants made to population groups and types of organizations and carry out targeted outreach using a menu of tools that includes in-person meetings, phone coaching, and digital tools. Board approved OTF has a Diversity, Equity and Inclusion Framework for staff, volunteers and communities. 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 	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
				rooted in the best practices in the philanthropic sector.				
4	Invest the granting budget into Ontario communities in line with the Investment Strategy	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"> • Monthly calls with MO Appointments Team to review and support GRT appointments. • OTF Corporate Governance & Policy Committee and Board reviews quarterly the status of appointments. • Business continuity processes are in place should volunteer numbers drop below requirements. • 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. 	Unlikely (2)	High (4)	Medium Risk (8)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
5	Invest the granting budget into Ontario communities in line with the Investment Strategy Demonstrate effective and accountable stewardship of public funds	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"> • OTF consistently demonstrates its value for money • This risk cannot be totally mitigated by OTF • OTF policy requires a minimum of 6 months fixed operating costs to be held in reserves • Quarterly financial statements reviewed by Finance & Audit Committee and the Board. 	High (3)	Very High (5)	Medium-High Risk (15)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
6	Invest the granting budget into Ontario communities in line with the Investment Strategy. Demonstrate effective and accountable stewardship of public funds	Inability to provide compensation adjustments to keep pace with inflation can result in high risk of 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"> • OTF entered Moderation period required under Bill 124 in September 2021, limiting cost-of-living-adjustments (COLA) to 1% until September 2024. • Numerous staff complained about COLA not keeping up with the pace of inflation. • Although OTF continues to maintain a low turnover rate, in the most recent months, compensation was among the top 3 reasons cited for leaving the organization. 	Likely (4)	Moderate (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
7	Demonstrate effective and accountable stewardship of public funds.	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"> • 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. • A succession plan is in place for all the senior roles. 	Possibly (3)	Moderate (3)	Medium Risk (9)	Continue to review and assess effectiveness of mitigation strategies.
8	Demonstrate effective and accountable stewardship of public funds	Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.	Delivery/ Operational – Business Continuity, Information/ Privacy, Information and Information Technology Public Perception/ Stakeholder – Performance, Reputation	The following strategies are in place to mitigate risks related to data governance, data integrity and data security: People <ul style="list-style-type: none"> • Annual security awareness program for all staff and monthly simulated phishing campaigns. Process <ul style="list-style-type: none"> • OTF Business Continuity Plan and IT Disaster Recovery Plan • Physical backup on- and off- site (cloud) of OTF data and systems. • 24/7 infrastructure monitoring to allow for notice of potential issues. • IT service desk and infrastructure monitoring and management outsourced to a best-in-class IT vendor. • Biennial security assessments completed by security vendor. • Creation of the Data Governance Committee. • OTF has developed and implemented policies, processes, and procedures to minimize exposure to potential risks associated with the government's Open Data initiative. • OTF has a robust information management, vendor management and communications structure in place to effectively manage any potential misuse of information. Technology <ul style="list-style-type: none"> • Next generation firewall and intrusion prevention system • Data encryption on OTF laptops. • Use of best-in-class antivirus and anti-malware endpoint protection. 	L: Likely (4)	I: High (4)	Medium-High Risk (16)	Continue with the implementation of OTF's Cybersecurity Strategy and assess for effectiveness. Continue to review and assess effectiveness of existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating (Residual)	Mitigation/ Action Plan
9	Demonstrate effective and accountable stewardship of public funds	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 - Controllership/ Compliance	<ul style="list-style-type: none"> • OTF has a robust Business Continuity Plan that was put at test during COVID-19, with no service disruption to applicants and grantees. • To build a risk-intelligent culture, OTF is systemically learning from past. 	L: Unlikely (2)	I: High (4)	Medium Risk (8)	To strengthen response and mitigation plans, OTF will continue to monitor even unlikely trends and test improbable scenarios—