

Ontario
Trillium
Foundation



Fondation
Trillium
de l'Ontario

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

A HEALTHY VIBRANT ONTARIO

BUSINESS PLAN

2019–2020 to 2021–2022

Approved by the Board of Directors January 10, 2019

Update – May 30, 2019

Ontario Trillium Foundation
800 Bay Street, Fifth Floor, Toronto ON M5S 3A9

Telephone: 416.963.4927

Toll-free: 1.800.263.2887

Fax: 416.963.8781

TTY: 416.963.7905

www.otf.ca



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

Table of Contents

1. Executive Summary.....	3
2. Mandate and Strategy.....	4
3. How We Invest: OTF's Investment strategy.....	7
4. Current and Forthcoming Programs and Activities	10
5. New Initiatives of the Foundation 2019–2020.....	10
6. Resources needed to meet goals and objectives.....	11
7. Risk Management.....	12
8. Environmental Scan	14
9. Human Resources	16
10. Performance Measures and Targets	18
11. Financial Budget and Staffing	21
12. Information Management	22
13. Initiatives Involving Third-Party Partnerships	23

Appendices

Appendix A: Implementation Plan	25
Appendix B: Communication Plan	30
Appendix C: OTF Risk Assessment	34

1. EXECUTIVE SUMMARY

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

The Ontario Trillium Foundation (OTF) investments reach communities of all sizes from all corners of the province. Over the next three years, OTF will continue to improve the health and well-being of people in Ontario by building on its strengths:

- 1) Delivering grants that improve the lives of Ontarians*
- 2) Supporting the non-profit sector to deliver better outcomes*
- 3) Being a high-value partner in the delivery of public funds*

For more than 30 years, OTF has been supporting local solutions to challenges that communities are facing, to enhance the non-profit sector, and to build a healthy and vibrant Ontario. OTF provides grants for initiatives that help people of all ages and backgrounds connect and live healthier lives.

This document charts our plan for how we will invest over the next three years.

We will continue to evolve to ensure we maintain:

- our investments in high-impact grants
- transparency in grant-making governance and administration
- our unique volunteer complement that enriches our local perspectives in grant decisions
- a robust and scalable digital infrastructure
- excellent customer service that is digital first and citizen centered
- leading-edge expertise in impact measurement

Our focus on outcomes-based granting sets us apart.

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

2. MANDATE AND STRATEGY

Our Mandate

The mission of the Ontario Trillium Foundation (OTF) is to build healthy and vibrant communities throughout Ontario by strengthening the capacity of the voluntary sector through investments in community-based initiatives. OTF investments reach communities of all sizes from all corners of the province.

OTF is an agency of the Government of Ontario and one of Canada's leading grant-making foundations. The Foundation's primary funder is the Ministry of Tourism, Culture and Sport (MTCS). It also receives some funding from the Ministry of Children, Community and Social Services (MCCSS).

Since 1982, OTF has invested public dollars to make life better for people in Ontario. Our track record demonstrates a commitment to being cost-effective, accountable, and evidence-based.

OTF's memorandum of understanding with MTCS specifies that investments in eligible charitable and non-profit groups help finance:

- programs undertaken by these organizations, through time-limited, results-oriented grants; and
- initiatives that increase organizational and/or community capacity.

Our investment strategy enables the Foundation to invest in projects that build healthy and vibrant communities and make granting decisions that are based on local needs and knowledge through local volunteers across Ontario.

Our Strategy

OTF improves the health and well-being of people in Ontario by building on its strengths:

- 1) Delivering grants that improve the lives of Ontarians
- 2) Supporting the non-profit sector to deliver better outcomes
- 3) Being a high-value partner in the delivery of public funds

Our strategy, on behalf of the Government of Ontario, ensures we are adding value and, making an impact for the people of Ontario.

1) Delivering grants that improve the lives of Ontarians

Granting is at the core of OTF's work. Our high-impact grants improve the lives of people living in Ontario and:

- are the result of fair and transparent granting processes
- involve local volunteers in a unique governance model
- are delivered through a well-defined, "digital first" grant application and review process
- foster deep community connections

- support multiple ministries through programs such as the Youth Opportunities Fund and Local Poverty Reduction Fund
- ensure accountability and value for money through strong grant monitoring procedures

OTF rigorously collects the data needed to measure the impact of all its investments. This helps ensure decisions at the Foundation are evidence-based and informed by high quality data.

The Investment Strategy (page 9) is our granting framework. It aligns with long-term indicators of community health and well-being for Ontarians. The strategy ensures:

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

2) Supporting the non-profit sector to deliver better outcomes

The work we do contributes to the health and vibrancy of communities and helps Ontario's non-profit sector get better at doing good for the people of Ontario.

OTF supports the sector by:

- establishing partnerships across non-profit, public and private sectors
- building the capacity of the non-profit sector to innovate and to measure impact
- providing a valuable connection between communities and the Government

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

OTF delivers value for money in how it enables the Government of Ontario to invest public funds directly in local communities. We are cost-effective, accountable and evidence-based in our decisions.

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

OTF has a long history of partnering with the Government to deliver granting programs. We excel at it. We are ready for more.

Our Unique Value:

- **Maximizing every dollar:** OTF ensures operational efficiency and effectiveness and demonstrates value for money while we maximize the amount of funding we invest in communities.
- **Strong financial accountability framework:** OTF's oversight and systems are designed to maximize accountability and efficiencies.
- **Effective fiscal management:** OTF invested more than \$108 million last year in local communities, on a relatively modest operating budget that has stayed consistent and aligned with program growth.
- **Strong governance and oversight:** A high functioning and fully engaged Board of Directors with representation from across Ontario governs the affairs of the Foundation, provides strategic direction and approved each grant cycle investment into communities. The Board is appointed via Orders in Council.
- **Alignment with government priorities:** OTF is ensuring that it is aligned with key Government priorities (e.g. EY Line-by-line Review):
 - Evidenced-based decision making
 - Digital first
 - Citizen centered
 - Intergovernmental coordination
 - Demonstrated outcomes
 - Improved efficiency (cost and operational)
 - Service delivery modernization
 - Strong governance
- **Grants that benefit from local knowledge:** Up to 336 volunteers can be appointed by the Government to serve on Grant Review Teams in 16 catchment areas, bringing their local perspective and diverse expertise to application review and recommendations to the board.

3. HOW WE INVEST: OTF'S INVESTMENT STRATEGY

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

Introduced in 2015, the Investment Strategy identifies priority outcomes in six Action Areas that contribute to community health and well-being. These Action Areas align with 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. OTF bases its six Action Areas on the CIW framework.

Action Areas

- Active People: Fostering more active lifestyles
- Inspired People: Enriching people's lives through arts, culture and heritage
- Connected People: Building inclusive and engaged communities together
- Prosperous People: Enhancing people's economic well-being
- Promising Young People: Supporting the positive development of children and youth
- Green People: Encouraging people to support a healthy and sustainable environment

Funding Streams

These six Action Areas are delivered through three distinct funding streams that are designed to result in immediate and long-term positive change:

- Seed: starting projects at the idea or conceptual stage
- Capital: broadening access to and improving community spaces
- Grow: expanding and replicating programs that work

Outside these funding streams, OTF delivers the Youth Opportunities Fund and the Local Poverty Reduction Fund. Both are focused on specific outcomes as defined in partnership with MCCSS. These programs broadly align with three Action Areas: Connected People, Prosperous People and Promising Young People.

Local Decision Making: Grant Review Teams

Local community volunteers are integral to OTF grant-making. Up to 336 local volunteers are appointed to community Grant Review Teams to recommend grants to the OTF Board of Directors within Board-approved policy in their geographical catchment areas.

They bring local knowledge to OTF's already fair and equitable assessment and decision-making process. Each catchment's Grant Review Team requires enough appointed volunteers to ensure recommended projects have a high likelihood of delivering the expected impact in their community.

Innovation and Impact

Through its partnership investments, OTF supports the not-for-profit sector to work across sectors to build its capacity to innovate and to measure impact across Ontario communities. With a digital

first mind-set, using data and supporting the sector in demonstrating and sharing its outcomes and learning, OTF promotes and amplifies the sector's ability to address community needs.

How we Improve the Lives of Ontarians

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

- Since 2016 **over 2.5 million square feet of new or renovated space** across the province has been built by OTF grantees. Over the next three years, OTF investments will bring better outcomes across the six Action Areas to over **4 million people in Ontario**.
- Local grants have a positive economic impact for program participants including: **improved abilities to meet basic needs**, opportunities to develop skills and knowledge that will lead to **greater financial independence**, and **jobs for Ontarians** that result from participating in new and expanded programs.
- OTF grantees benefit Ontario communities in the long term. This includes creating **inclusive communities**, reducing a sense of isolation, increasing trust, **enriching lives**, improving access to essential supports and **strengthening links between different cultural groups**.

INVESTMENT STRATEGY

What we fund



WWW.OTF.CA | 1 800 263-2887 | OTF@OTF.CA | @ONTRILLIUM

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

Capital Grant Results

4. CURRENT AND FORTHCOMING PROGRAMS AND ACTIVITIES

OTF's implementation plan is our roadmap for the upcoming three years. The plan (see page 25) outlines the key activities to meet our key performance indicators and maintain focus on our strategic direction.

VALUE: Being a high-value partner in the delivery of public funds to communities across Ontario

- Continue to be an efficient and effective agency of Government—Ontario's Grantmaker of Choice
- Continue to deliver value for money and accountability in the use of public funds
- Manage risk and ensure accountability in our granting processes
- Measure our impact to ensure continuing value
- Keep Ontarians informed about the impact of public funds invested in their communities

LOCAL: Delivering grants that improve the lives of Ontarians

- Deliver a balanced portfolio of high-impact grants
- Investment strategy review
- Ensure equitable, inclusive and accessible practices

IMPACT: Supporting the non-profit sector to deliver better outcomes

- Invest in partnerships to provide support and services
- Forge strategic and collaborative partnerships that contribute to the success of the non-profit sector

5. NEW INITIATIVES OF THE FOUNDATION 2019–2020

Digital modernization

- Increase overall efficiencies for our applicants, grantees, and OTF staff.
- Improve customer service delivery, a valuable need of the sector, through resources and tools to maintain or reduce costs of outreach.
- Expand digital solutions for outreach to increase understanding of investment strategy with goal of better applications that deliver the best outcomes
- Facilitates tracking and therefore measuring impact.

Drive Efficiencies

- Enterprise-wide drive to find efficiencies within the work we do to maximize investments into communities. Of note, funds over and above \$100M will go directly into community investments.

Improve the applicant experience

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

Innovation and impact

- Position OTF for ongoing opportunities while ensuring community-based investments deliver value.
- Focus partnership investments on strengthening the sector's capacity to innovate and measure the impact of its work in communities.
- Support applicants to understand and use evaluation and evidence

6. RESOURCES NEEDED TO MEET GOALS AND OBJECTIVES

To meet the objectives in the plan, it assumes a funding commitment of \$100 million annually. OTF's ongoing approach to leveraging efficiencies has ensured the Foundation maintains a low operating cost ratio and effective staff complement. Furthermore, increased funding would enable the Foundation to make investments in more local programs benefiting Ontarians.

7. RISK MANAGEMENT

The Risk Assessment with mitigation strategies can be found in Appendix C.

Risk Registry	
Risk Category / Description (Overall Risk Level Assessment)	
1. Strategic/Policy/Performance Risks	
1.A	OTF's grantees fail to achieve expected outcomes. (Medium)
1.B	Significant cut in OTF's funding. (High)
1.C	Issues arising from OTF investments are not appropriately anticipated, identified, and managed, leading to negative impacts on OTF's reputation. (Medium)
1.D	The costs of implementing provincial government programs exceed the allocation provided by the Ministry partners, placing undue strain on, and negatively impacting, OTF's core programs. (Medium)
1.E	OTF strategy results in a high demand rate which exceeds OTF operational resources for timely and quality assessments. (High)
1.F	Unintended consequences of the Open Data initiative lead to damage to the Foundation's reputation. (Medium)
1.G	Unintended consequences of OTF's Knowledge Centre lead to damage to the Foundation's reputation. (Medium)
2. Governance/Organizational Risks	
2.A	Grant Review Team (GRT) volunteers deviate from prescribed policies or processes, negatively impacting OTF's ability to ensure consistent, fair, and equitable granting decisions. (Medium)
2.B	A significant number of volunteers are not adequately trained and/or fail to fully comprehend and utilize the tools and resources provided, negatively impacting OTF's ability to ensure consistent, fair, and equitable granting decisions. (Medium)
3. Legal/Compliance Risks	
3.A	More stringent government legislation and regulations regarding transparency and accountability put significant pressure on OTF's ability to maintain a low operating cost ratio. (Medium)
3.B	Privacy breaches or inappropriate disclosure of confidential information by staff or volunteers that could negatively impact OTF's reputation and jeopardize relationships with stakeholders. (High)

Risk Registry	
4. Operational/Service Delivery Risks	
4.A	OTF grants are not equitably accessible or distributed to eligible groups throughout Ontario. (Medium)
5. Workforce Risks	
5.A	The Government fails to appoint sufficient numbers of GRT volunteers, jeopardizing the ability of one or more GRTs to carry out their business. (High)
5.B	The complement of Francophone GRT members within each catchment area is insufficient to adequately assess the volume of Francophone applications, impacting OTF's ability to ensure equitable granting decisions. (High)
5.C	Conflicts of interest with applications under review are not adequately managed. (Low)
5.D	Poor labour relations impact OTF's ability to build and maintain the high-performance culture necessary for achieving its business objectives. (Medium)
5.E	Lack of viable successors for key senior positions may hinder timely delivery on BP commitments. (Medium)
6. Information Technology & Infrastructure Risks	
6.A	Physical damage to hardware, software, data – e.g. power outages, fire, damage to the server room. (Medium)
6.B	Security threats to OTF data and infrastructure. (High)

8. ENVIRONMENTAL SCAN

Stakeholder Assessment

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

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

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

Fiscal Environments and Economic Outlook

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

The non-profit sector in Ontario also delivers vital services to families and helps sustain economically vibrant communities. The impact of the sector in Ontario can be seen through its many contributions, including programs supporting the province's health, culture, social services, housing, environmental conservation and economic development activities.

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

Key implications:

- The non-profit sector continues to experience growing financial pressures, which increases the demand for OTF funds. The shifting funding landscape includes changes to local, provincial and federal funding sources. In an increasingly competitive environment, organizations face challenges in their ability to raise revenues.
- The sector is increasing its interest in and demand for the development of social enterprise and other innovative solutions, as organizations seek out diversified ways to achieve sustainability.
- Demographic trends such as an aging population, youth out-migration from northern and rural communities, population declines in some rural areas and rapid growth in Ontario's Indigenous communities are placing additional pressure on non-profits and OTF's funding.

- Consumer spending and the cost of housing is outpacing income growth, leading to high levels of household debt. Rising interest rates will leave many households vulnerable and may lead to greater demands from the non-profit sector.
- From a budgetary perspective, even though interest rates are slowly rising, they remain quite low. This has hindered the Foundation's ability to rely on additional interest income to fund organizational activities, which puts additional pressure on the granting budget.

Legislative, Regulatory and Policy Environment

- Once the **Ontario's Not-for-Profit Corporations Act, 2010 (ONCA)** is implemented, ONCA provides a clearer definition of "public benefit corporations" and standards for financial reporting, including minimum requirements based on organization size.
- **Social finance** has been gaining attention at both the federal and provincial levels.
- The implementation of the **Accessibility for Ontarians with Disabilities Act (AODA)** continues to impact the sector in terms of the requirements to increase the accessibility of goods, services and facilities offered to the public.
- Recent federal government announcements of a Social Finance Fund may create opportunities for Ontario non-profits to access new sources of funding

Key implications:

- OTF will review changes to ONCA to determine how best to reflect up-coming changes in its systems.
- OTF continues to explore social finance options and opportunities for participating in social finance initiatives where appropriate, in cooperation with the province's Office of Social Enterprise.
- OTF will continue to be a funder of projects to make new or to redevelop community spaces and services accessible across the province.
- OTF will monitor changing community needs through its access to local knowledge from volunteers and in partnership with community groups such as Ontario 211 and the Rural Ontario Institute
- OTF will continue its leadership in supporting the Ontario Open Government Initiative and the Open Data Directive. OTF will also continue its efforts to adopt more streamlined and efficient funding practices through the Transfer Payment Administrative Modernization process that cuts across provincial ministries.

9. HUMAN RESOURCES

Overview

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

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

Human Resources Priorities

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

- To support a high-performance team and be an employer of choice
- To allocate the human resources required to meet OTF's granting obligations
- To continue to monitor the organizational structure and roles to ensure they are aligned to support the Foundation's Operational Plan and Strategic Plan
- To monitor compensation trends to ensure employees are rewarded appropriately

Summary of Staff Numbers

For 2019–2020 the staffing complements for the Foundation's operations, including the Youth Opportunities Fund and the Local Poverty Reduction Fund, consists of 130 full-time equivalents, a reduction of 12 FTE from the previous year.

Impact of Business Plan on Human Resources

In 2018, EY made recommendations to implement a modernized Ontario Government by improving efficiency (cost and operational). In response, OTF put in place staffing and operational changes to how it does its work. This will ensure that OTF's complement of human resources and its organizational structure are well positioned for its strategic direction. OTF's operations will be supported by well-trained, agile staff working to align with government priorities, i.e., digital first, citizen centered, efficiency and demonstrating impact.

Compensation Strategy

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

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

Volunteer Management Priorities

Currently OTF has 139 out of 336 Grant Review Team (GRT) positions filled and more 74 file reviewers.

1. Modernizing and Streamlining Volunteer Recruitment and Training

The Foundation needs to maintain sufficient numbers of Grant Review Team volunteer appointments and renewals. They are a key contributing factor for effective functioning and grant decision making. OTF will continue to work with colleagues at the Ministry to ensure a steady pipeline of volunteers and to modernize volunteer management processes overall.

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

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

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

10. PERFORMANCE MEASURES AND TARGETS - OUTCOMES-BASED GRANTING UNDER OTF'S INVESTMENT STRATEGY

The 2019–2020 fiscal year will be the Foundation's fifth year with an outcomes-based Investment Strategy. OTF can accurately track, measure and report on the impact of our investments because our approach aligns our strategy and granting methodology with our data architecture and analytics.

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

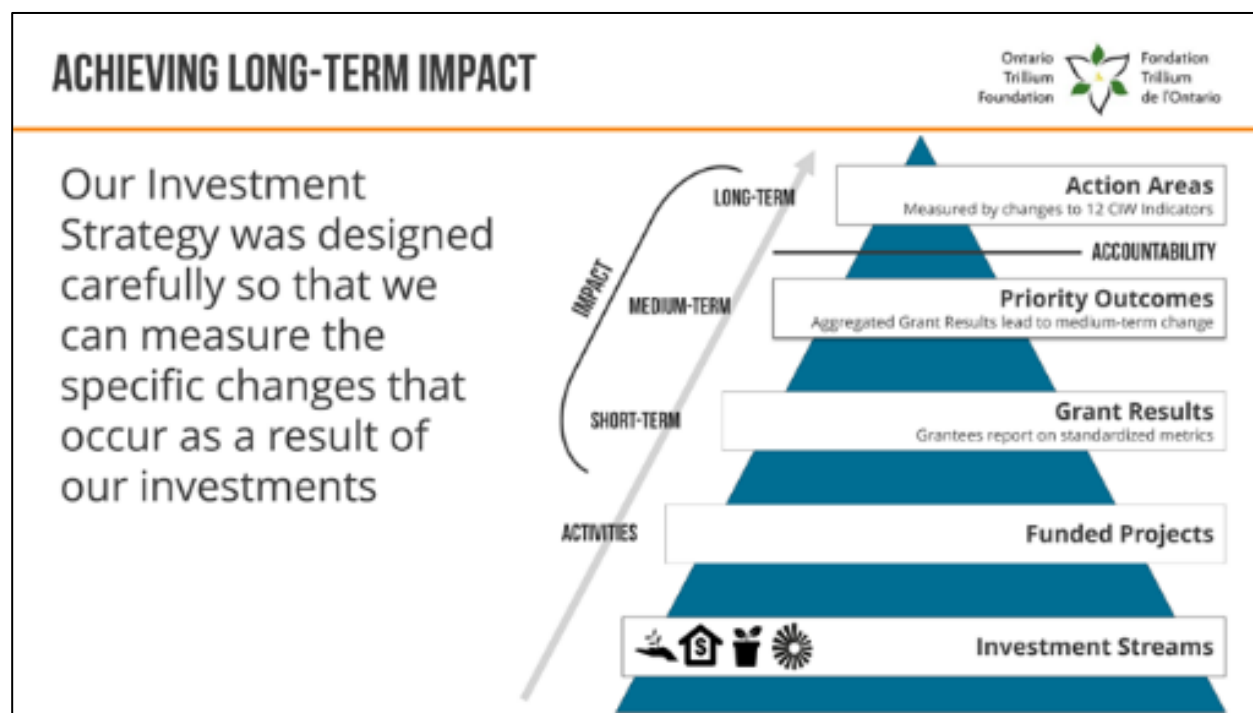
Measuring the Outcome of Grants

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

Please see the Investment Strategy on Page 9 for details of the Grant Results, Priority Outcomes and CIW indicators.

Outcomes-based Investment Strategy

Each element of OTF's Investment Strategy builds on the next. It measures the short-, medium- and long-term outcomes of our granting, as illustrated below:



Demonstrating Impact

The Foundation's Investment Strategy has been designed to clearly and accurately predict and demonstrate the outcomes of our investments in the short, medium and long term.

Currently the Foundation can project the scope of our impact based on applications received and investments made. For example, it is expected that over the next three years, OTF investments will bring better outcomes to over **4 million people in Ontario** through Grow grants made in the last three years.

Further, **over 2.5 million square feet of new or renovated space** across the province has been built by OTF grantees over the last three years. This includes both Capital stream and Ontario 150 Community Capital grants. The Foundation also collects information about the economic impact of our investments as well as the volunteer contribution made to support the efforts of our grantees at the end of each grant. By Q1 of 2019–2020, enough Grow grants will have finished to conduct meaningful analysis on Grow outcomes as well.

Grow Grants

Grant recipients are eligible for up to three years of funding to a maximum of \$750,000.

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

Seed Grants

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

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

Capital Grants

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

- The expected results and outcomes that OTF is tracking are shorter term.
- Results are measured by analyzing impact collectively across all grants.
- Over the last three years, over 2.5 million square feet of new or renovated spaces has been made available due to the Foundation's grants. This new space will be used by the people of Ontario for increased physical activity and more arts programming, as well as for initiatives aimed at increasing economic prosperity for people all over Ontario.

Measuring OTF's Performance—Key Performance Indicators

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

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

Goal	Metric	Frequency	Measurement tools	Status	2018-19 Actual	2019-20	2020-21	2021-22
Goal 1: Deliver high impact for people in Ontario	Invest 100% of the annual grant allocation into communities	Annual/ Quarterly updates	Investment Summary Report*		101% \$108,148,100 granted of \$107,340,499 allocation	100% \$114,738,577 allocation	100% \$114,738,577 projected	100% \$114,738,577 projected
	# of Ontarians projected to benefit from OTF grants	Quarterly/ Annual roll-up	Investment Summary Report		3,325,021	3,000,000	3,000,000	3,000,000
Goal 2: High impact for Ontario's NFP sector	% of grantees delivering projected results	Quarterly/ Annual roll-up	Grantee final reports		89% (excluded Seed Stream)	80%	85%	85%
	% of Partnership Investment beneficiaries who report OTF as having a positive impact on their field	Quarterly/ Annual roll-up	Customer satisfaction surveys**		72%	72%	75%	75%
Goal 3: Efficient and Accountable Funder	Operating expenses do not exceed Board-approved targets	Quarterly/ Annual roll-up	Financial reporting		\$19.9M of \$20.1M budget (1% savings)	Board approved target - \$21,026,100	TBD	TBD

☐ OTF acknowledges full compliance with public reporting requirements (fulfilment of fiduciary compliance)

☐ OTF acknowledges that work to reach the above goals is aligned with a citizen first and digital philosophy, evidence-based decision making and is achieving efficiencies and improvements through service delivery modernization, cost efficiency and individual and business supports

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

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

11. FINANCIAL BUDGET AND STAFFING

Ontario Trillium Foundation	2018-19	2019-20	2020-21	2021-22	2022-23
	ACTUAL	BUDGET	FORECAST	FORECAST	FORECAST
Province of Ontario					
MTCS	100,000	103,500	103,500	103,500	103,500
MCCSS - YOF	17,026	16,826	16,826	16,826	16,826
MCCSS - LPRF	14,306	7,300	1,700	0	0
1> TOTAL PROVINCIAL FUNDING	131,332	127,626	122,026	120,326	120,326
2> TOTAL OTHER GOV'T FUNDING	0	0	0	0	0
SELF GENERATED REVENUES					
Investment Income	3,461	2,400	2,000	1,700	1,800
Other: Change in Deferred Contributions	2,066	3,126	298	297	298
Rescinded or Recovered Grants	4,054	3,300	3,300	3,300	3,300
3> TOTAL SELF GENERATED REVENUES	9,581	8,826	5,598	5,297	5,398
4> TOTAL REVENUE: 1+2+3	140,913	136,452	127,624	125,623	125,724
EXPENDITURES					
Salaries & Benefits:					
MTCS	11,884	11,014	11,234	11,459	11,688
MCCSS - YOF	1,580	1,731	1,766	1,801	1,837
MCCSS - LPRF	535	479	244	0	0
Grants:					
MTCS - Community Impact	94,061	95,925	93,797	93,697	93,897
MTCS - Innovation & Impact Partnerships	1,400	1,150	1,400	1,400	1,400
MCCSS - YOF	14,088	13,113	13,113	13,113	13,113
MCCSS - LPRF	12,849	6,579	1,006	0	0
Program Delivery / Grantmaking expenses	3,194	4,412	3,264	2,767	2,582
Support Services	945	1,629	1,400	1,186	1,107
5> TOTAL EXPENDITURES	140,535	136,032	127,224	125,423	125,624
Net Income Surplus/(Deficit): 4-5	378	420	400	200	100
Amortization of deferred capital contributions					
Amortization of capital assets	378	420	400	200	100
Net Income Surplus/(Deficit) After Amortization	0	0	0	0	0
Net assets (deficit), beginning of year	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

12. INFORMATION MANAGEMENT

For fiscal year 2019–2020, OTF will:

1. Continue to strengthen OTF's ability to make evidence-based decisions.
2. Improve the end-user experience.
3. Continue to improve OTF's information technology (IT) infrastructure, including its reliability and security.
4. Enhance systems, including our granting system, Customer Relationship Management system, and other business applications (Finance, HRIS and others) with an end-user in mind.
5. Continue to implement our Business Intelligence strategy to support integrated reporting of operational and investment results.
6. Support increased technical literacy for our staff and volunteers to use the digital tools that are in place.
7. Continue to be a sector lead on the Open Data/Open Government Initiatives.

Business Intelligence Framework: With a solid Measurement, Evaluation and Business Intelligence plan now in place and under way, OTF will focus on continuing to implement the Foundation's Business Intelligence Framework.

Customer Relationship Management: Our Customer Relationship Management system will enable us to engage stakeholders with information at the right time in the right place, and eventually create digital relationships with Ontarians.

Cloud-based solutions: Risks have been minimized on the infrastructure side, due to outsourcing of the granting platform. Whenever possible, cloud solutions have been selected for new systems.

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

Open Data: OTF will continue to support more open and shared data in the non-profit sector, and we will continue to work with the Open Government office as it tests new tools with agencies to implement government-wide initiatives in this area.

13. INITIATIVES INVOLVING THIRD-PARTY PARTNERSHIPS

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

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

Partnership Investments

OTF enters into and invests in partnerships with other funders and intermediary organizations in Ontario's non-profit sector to help build the capacity and resiliency of the sector. This includes activities such as convening, information sharing and technical assistance that complement our other granting investments. Current examples of partners include the Ontario Nonprofit Network, Community Foundations Canada, Philanthropic Foundations Canada, l'Assemblée de la francophonie de l'Ontario, and the Circle on Philanthropy and Aboriginal Peoples in Canada.

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

- Innovation: building the capacity of the sector to find new ways to address challenges in their communities and to attract new sources of financing
- Impact: building the capacity of the sector to share data and learning to demonstrate their impact

APPENDICES

Appendix A: Implementation Plan

Appendix B: Communications Plan

Appendix C: OTF Risk Assessment Summary

APPENDIX A: IMPLEMENTATION PLAN

OTF's Business Planning Process is to identify the goals and broad outline of the upcoming year with approval from the Board in Q3. The detailed Implementation Plan for the strategies described in the Business Plan are then developed and completed, in conjunction with departmental planning and budgeting activities throughout the Foundation. What follows is a provisional Implementation Plan, to be finalised by January 2019.

Planning Assumptions

This Business Plan is based on the following key assumptions:

- The Foundation's plan, including projected funding revenues and expected expenditures supports the overall policy direction of the Government of Ontario, as well as the Vision and Strategies of the Ministry of Tourism, Culture and Sport (MTCS).
- OTF will continue to measure the impact of its grants to demonstrate effectiveness and to collect and analyse data to support evidence-based decision-making.
- Efficiencies and effectiveness of the Foundation will remain high.
- Systems and staffing infrastructure to support effective granting and reporting on results is critical.
- The Government of Ontario, through the MTCS, will provide OTF with a minimum annual allocation of \$103.5 million in 2019–2020, as well as in the subsequent two years.
- The Government of Ontario, through Ministry of Children, Community and Social Services (MCCSS), will provide OTF with annual amounts as per the contract with the Youth Opportunities Fund and Local Poverty Reduction Fund (\$22 million in 2019–2020, and \$16.4 million in 2020–2021, with MCCSS funding declining as originally planned).
- There will be a sufficient number of volunteer Grant Review Team members with the authority to vote on recommendations of grants for Board approval.

2019-2022 Business Plan: Implementation Plan			
Strategic GOALS	Grants that improve the lives of Ontarians	A non-profit sector equipped to deliver better outcomes	High value partner in the delivery of public funding

Goal: Delivering grants that improve the lives of Ontarians

INITIATIVES / Projects	Fiscal Year Timelines																			
<p>Deliver a balanced portfolio of high-impact grants through OTF's Investment Strategy for immediate and medium- and long-term impact on community health and well-being:</p> <ul style="list-style-type: none">Continue to deliver and refine a portfolio of grants that align with the investment strategyGranting timeframes for 2019–2020: <table><tr><td></td><th>Application Deadline</th><th>BOD Meeting</th></tr><tr><td>Seed</td><td>6 February 2019</td><td>June 2019</td></tr><tr><td></td><td></td><td></td></tr><tr><td>Capital</td><td>June 12 2019</td><td>September 2019</td></tr><tr><td>Grow</td><td>27 November 2019</td><td rowspan="3">March 2020</td></tr><tr><td>YOF - System Innovations</td><td>2 October 2019</td></tr><tr><td>YOF - Youth/Family Innovations</td><td>8 January 2020</td></tr></table>		Application Deadline	BOD Meeting	Seed	6 February 2019	June 2019				Capital	June 12 2019	September 2019	Grow	27 November 2019	March 2020	YOF - System Innovations	2 October 2019	YOF - Youth/Family Innovations	8 January 2020	<p>Grant delivery (ongoing)</p> <ul style="list-style-type: none">2019-20, 2020-21, 2021-22 <p>Family Innovations implementation 2019-20 (Q1-Q3)</p>
	Application Deadline	BOD Meeting																		
Seed	6 February 2019	June 2019																		
Capital	June 12 2019	September 2019																		
Grow	27 November 2019	March 2020																		
YOF - System Innovations	2 October 2019																			
YOF - Youth/Family Innovations	8 January 2020																			
<p>Improve the applicant experience by delivering tools and support that address the diverse needs of Ontario communities:</p> <ul style="list-style-type: none">Provide excellent customer service: support to applying organizations to develop strong applicationsStreamline the organization registration and application processesImprove outreach and service delivery to underserved communities such as Franco-Ontarian, Indigenous and LGBTTQ+.	<p>Outreach/support (ongoing)</p> <ul style="list-style-type: none">2019-20, 2020-21, 2021-22 <p>Customer feedback response (ongoing)</p> <ul style="list-style-type: none">2019-20, 2020-21, 2021-22 <p>Streamlined processes</p> <ul style="list-style-type: none">2019-20 <p>Francophone support (ongoing)</p> <ul style="list-style-type: none">2019-20, 2020-21, 2021-22 <p>DEI Framework 2019-20, 2020-21, 2021-22</p>																			
<p>Investment Strategy Review:</p> <p>Review progress to date and identify ways to improve on its success to date.</p> <p>Review inputs from relevant sources including updating research from CEP and CIW to inform any improvements needed; consulting where appropriate with stakeholders; making improvements as part of ongoing CQI</p>	<p>Analysis of historical data</p> <ul style="list-style-type: none">2019-20 <p>Commissioning CIW Report</p> <ul style="list-style-type: none">2019-20 <p>Implementing survey recommendations</p> <ul style="list-style-type: none">2019-20, 2020-21 <p>Strategy consultations</p>																			

	<ul style="list-style-type: none"> 2019-20 System and comms changes 2020-21, 2021-22
Ensure equitable, inclusive and accessible practices: <ul style="list-style-type: none"> Continue to ensure equitable access and consistent implementation of granting programs including geographically and with under-represented groups. 	Improved equitable access to under-represented areas and groups (ongoing) <ul style="list-style-type: none"> 2019-20, 2020-21, 2021-22
Goal: Supporting the non-profit sector to deliver better outcomes	
INITIATIVES / Projects	Fiscal Year Timelines
Invest in partnerships to provide support and services that: <ul style="list-style-type: none"> Build the capacity of the sector to innovate and attract new sources of finance Deliver technical support around measurement and evaluation to advance the sector's use and sharing of data and learnings to demonstrate their impact 	Forge partnerships (ongoing) 2019–2020, 2020–2021, 2021–2022
Forge strategic and collaborative partnerships that contribute to the success of the non-profit sector: <ul style="list-style-type: none"> Leverage partnerships that enable collaboration and innovation among organizations to deliver better programs and services to the people of Ontario and build a stronger non-profit sector 	2019–2020, 2020–2021, 2021–2022
Goal: Being a high-value partner in the delivery of public funds	
INITIATIVES / Projects	Fiscal Year Timelines
Continue to be an efficient and effective agency of Government—Ontario's Grantmaker of Choice: <ul style="list-style-type: none"> Leverage strong governance and granting practices to take on additional granting opportunities 	Grantmaker of Choice (ongoing) 2019–2020, 2020–2021, 2021–2022
Continue to deliver value for money and accountability in the use of public funds: <ul style="list-style-type: none"> Service delivery modernization: system improvements to financial and accounting systems to make them more efficient, effective 	Financial System modernization <ul style="list-style-type: none"> 2019–2020 Other Value for Money principles (ongoing) 2019–2020, 2020–2021, 2021–2022

<p>and sustainable</p> <ul style="list-style-type: none"> • Responsibly steward taxpayers' dollars: Transparent and effective investment in local communities. • Ensure modest administrative expenditures by way of comparison with other direct government investment models. • Continue to build a data-driven culture: Improve on data tools and use of data to support decision-making and track, measure, and report on the impact of investments. • Ensure transparency: As leaders in the non-profit and government sectors in the use of Open Data, OTF provides comprehensive and timely granting data 	
<p>Manage risk and ensure accountability in our granting processes:</p> <ul style="list-style-type: none"> • Enterprise Risk Management: Maintain and refine approach that aligns with OTF Strategy, industry standards and Government of Ontario priorities and requirements (TPAD) • Grant Monitoring: Mitigate risk through effective grant monitoring that supports grantee success in delivering outcomes and having a positive impact in their communities • Provide enhanced support to grantees to ensure they meet the expectations of their Grant Contracts • Grantee compliance: Complete internal audit projects to ensure grantees are compliant with OTF requirements and are monitored according to OTF standards 	<p>Risk Management Initiatives (ongoing) 2019–2020, 2020–2021, 2021–2022</p>
<p>Measure our Impact 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:</p> <ul style="list-style-type: none"> • Continue OTF's role as a leader in Business Intelligence for the NFP sector in Ontario to support better use of data and evidence in Ontario's non-profit sector. • Complete outcome analysis and aggregation of findings with data available to this point. 	<p>BI Solution Implementation</p> <ul style="list-style-type: none"> • 2019–2020, 2020–2021, 2021–2022 <p>Outcome Analysis</p> <ul style="list-style-type: none"> • 2019–2020, 2020–2021, 2021–2022 <p>Process quality improvement (ongoing) 2019–2020, 2020–2021, 2021–2022</p>

<p>Keep Ontarians informed on the impact of public funds invested in their communities:</p> <ul style="list-style-type: none"> • Fulfill Government Reporting Requirements, including Annual Report • Digital Communications Strategy including 2019-20 website overhaul • Government relations efforts, including inform MPPs/Constituency offices, etc., supporting Grant Recognition events for community groups, public announcements 	<p>Government reporting (ongoing)</p> <ul style="list-style-type: none"> • 2019–2020, 2020–2021, 2021–2022 <p>Comms Strategy</p> <ul style="list-style-type: none"> • 2019–2020 <p>Government relations (ongoing)</p> <p>2019–2020, 2020–2021, 2021–2022</p>
---	--

APPENDIX B: COMMUNICATION PLAN

Goals

- Evolve the OTF brand and maintain strong brand stewardship
- Increase stakeholder awareness and engagement
- Strong integration of thought leadership and knowledge mobilization
- Ensure communications excellence through effective and efficient practices

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

Goal 1: Evolve the OTF brand and maintain strong brand stewardship

Strategy	Actions	Timing
Develop an integrated digital strategy	<p>Ensuring we apply an audience first approach to integrating digital communications across all channel, we will:</p> <ul style="list-style-type: none"> • Design a refreshed website that improves the online experience and engages and inspires all audiences in our work. • Expand social media approach to advance our communication with our audiences by undertaking audience acquisition, increased usage of analytics and targeted communications. • Drive OTF as a grant leader in Canada by improving search engine optimization /search engine marketing 	2019–2020
Apply a strong story-telling narrative into our communications	<p>Build a story telling culture across the organization to:</p> <ul style="list-style-type: none"> • Bring greater visibility to our grantees, to a) support their work and increase chances of success for applicants b) increase access to resources and support c) show the impact of investing in programs in local communities across Ontario. • Bring visibility and raise awareness of the government's investments in communities through OTF. • Enhance the visual look and feel of our communications through grantee focused images / photography. • Identify communication vehicles and assets that can tell the story of our impact. 	2019–2022

Goal 2: Increase stakeholder awareness and engagement

Strategy	Actions	Timing
Government Engagement strategy	<p>Enable OTF to provide relevant and ongoing information about the impact of investments locally in addition, ensure OTF leverages opportunities across government Ministries and reinforce our role as a Grantmaker of Choice. This includes:</p> <ul style="list-style-type: none"> • Outreach to MPPs to keep them informed and updated on OTF activities. • Engage MPPs to support grantees in their communities. • Opportunities to engage key government contacts and MPPs with OTF Board and Senior Leadership Team. 	2019–2022
Continue outreach and engagement with underserved communities	<p>Enhance and support targeted outreach to underserved communities including rural and Francophone.</p> <p>Utilize efficient spend in digital channels to communicate relevant information.</p>	2019–2022
Amplify local grantee recognition events	Identify opportunities for OTF to leverage local events to broaden communication and reinforce impact of local granting.	2019–2022

Goal 3: Strong integration of thought leadership and knowledge mobilization

Strategy	Actions	Timing
Develop content strategy to advance thought leadership	<ul style="list-style-type: none"> • Expand how we share our information and insights through new and third-party channels. • Identify relevant issues affecting our partners in order to develop content for unpaid and paid opportunities like op-eds and sponsored content. 	2019–2020

Goal 4: Ensure communication excellence through effective and efficient practices

Strategy	Actions	Timing
Expand data and metrics collection	Formalize and create platform for ongoing collection of communications metrics and data (media stories, web, social media etc.) to inform communication planning.	2019–2020
Develop skilled communicators across the organization	<ul style="list-style-type: none"> • Support development of knowledge and skills to build communication capacity of OTF employees. • Develop and share key resources to ensure consistent and accurate messaging about OTF. 	2019–2022
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. 	2019–2022

APPENDIX C: OTF RISK ASSESSMENT – MAY 2019

RISK DESCRIPTION	RELATED STRATEGIC PRIORITIES	IMPACT & SCOPE	LIKELIHOOD & IMPACT	MITIGATION STRATEGIES	OVERALL ASSESSMENT & OTHER INFORMATION	CHANGE
1.A – OTF's grantees fail to achieve expected outcomes	<p>OTF's mission – building healthy and vibrant communities</p> <p>BP goal: Deliver grants that improve the lives of Ontarians</p> <p>BP objectives: Deliver a balanced portfolio of grant investments for immediate, medium and long-term impact to community health and well-being</p>	In describing this risk, we are describing the impact of many grantees significantly failing to achieve the expected outcomes.	L: Low I: High	<ul style="list-style-type: none"> The Foundation has moved to an outcomes-based model, in which applicants are required to align their initiatives with clear outcomes and grant results they aim to achieve. Being more explicit and intentional about the funded outcomes, should lower the risk of grantees not achieving the outcomes. The development of a Grant Contract, the grantee onboarding tools, the mandatory orientation webinar for new grantees, OTF's Monitoring Standards and Guidelines, BI reports, grantee reporting requirements, its Rescind Policy and its quality assurance processes further mitigate the risk. 	<p>Overall Assessment: Medium Risk</p> <p>Risk is well managed through OTF's rigorous granting, monitoring, and QA processes</p> <p>Risk/Mitigation Funded? Yes</p> <p>Risk Owners: VPs, Community Investments and Partnerships and Measurement</p> <p>Mitigation Target Dates: Ongoing</p>	<p><i>Throughout where applicable: Language updated to be consistent with 2019-22 Business Plan</i></p> <p><i>Updated reference to VP of Partnerships and Measurement</i></p> <p><i>Minor wording changes</i></p>
1.B – Significant change in OTF's funding	All BP strategic priorities and activities	<ul style="list-style-type: none"> Reduced funding beyond the \$15M reduction in 2018-19 would have a profound impact on Ontario's 	L: Medium I: High	<ul style="list-style-type: none"> Excellent co-operative relationship with Ministry and government, including open, two-way communications. Foundation has worked 	<p>Overall Assessment: High Risk</p> <p>Risk/Mitigation Funded? Y</p>	References the \$15M budget cut in 2018-19

relationship	business continuity	<p>not-for-profit sector, and their ability to support community health and well-being in Ontario, including services, volunteers, and leveraging of community resources.</p> <ul style="list-style-type: none"> Depending on the size of a funding cut, it would affect OTF's ability to administer granting programs for government partners A significant change in funding relationship would severely impact all aspects of the Foundation's operations and services. Every percentage in cuts would have a related effect on all granting programs and on staffing levels, and general operations. Would negatively impact staff morale and employee net promoter score 		<p>successfully with three political parties and received solid government support throughout its 35+ year history.</p> <ul style="list-style-type: none"> OTF consistently demonstrates its value for money. To lessen the impact of this risk if it occurred, the MOU includes detailed provisions for this eventuality. OTF policy requires a minimum of 3 months of fixed operating costs to be held in reserves 	<p>Risk Owners: CEO and Chair</p> <p>Mitigation Target Dates: Ongoing</p>	
1.C – Issues arising from OTF investments are not appropriately anticipated, identified, and	<p>BP goal: Ensure equitable, inclusive and accessible practices</p> <p>OTF core value: Provide</p>	<p>OTF manages a large volume of applications and grants and failure to effectively manage issues arising from these could result in:</p> <ul style="list-style-type: none"> Media and public misunderstandings about the role and 	<p>L: Low I: High</p>	<ul style="list-style-type: none"> Early identification of potential issues through daily media monitoring, staff and volunteer intelligence gathering and use of a Risk Rating tool. Rigorous and comprehensive policies, strategies, and procedures in place to manage and identify issues, and to 	<p>Overall Assessment: Medium Risk.</p> <p>While the impact if this risk occurred would be substantial, multiple mitigating strategies are in place.</p>	

managed, leading to negative impacts on OTF's reputation	outstanding customer service	<p>nature of OTF investments</p> <ul style="list-style-type: none"> Negative media coverage for OTF, government, and community partners 		<p>minimize the likelihood of unanticipated issues arising.</p> <ul style="list-style-type: none"> OTF's Quality Assurance team conducts audit projects to ensure grantees are compliant with OTF requirements and are monitored according to OTF standards. Timely Ministry liaison on all potential issues which may impact government. 	<p>Risk/Mitigation Funded? Yes</p> <p>Risk Owner: Manager, Policy and Government Relations</p> <p>Mitigation Target Dates: Ongoing</p>	
1.D – The costs of implementing provincial government programs exceed the allocation provided by the Ministry partners, placing undue strain on, and negatively impacting, OTF's core programs	BP objective: Deliver value for money and accountability in the use of public funds	<ul style="list-style-type: none"> The demand for grant dollars far outstrips OTF's annual granting budget from MTCS. OTF is open to other granting partnerships to help government meet its objectives. Currently OTF has agreements with MCCSS to administer the province's Youth Opportunities Fund, with MCCSS as an administrative agent for its Local Poverty Reduction Fund. 	L: Low I: Medium	<ul style="list-style-type: none"> The OTF Board has approved a "Grantmaker of Choice" Framework which sets out principles to guide the assessment of opportunities to partner with government ministries on the design and delivery of granting programs, and decisions on whether to partner or not. In the planning stages of such programs, OTF and Ministry partners establish the full operating costs required to meet service level expectations and ensure that a detailed agreement is in place, including provisions for funding for the full costs. OTF has developed a financial allocation model that enables it to closely monitor the full cost of delivering services under such agreements. 	<p>Overall Assessment: Medium Risk</p> <p>Risk/Mitigation Funded? Yes</p> <p>Risk Owner: VP Partnerships and Measurement</p> <p>Mitigation Target Dates: Ongoing</p>	Removed reference to BYAP
1.E – Open Data initiative leads to	BP goal: Deliver grants that improve the lives of	<ul style="list-style-type: none"> By committing to share grant data in an easy-to-use open license format, OTF is aligned 	L: Medium I: Medium	<ul style="list-style-type: none"> OTF has developed and implemented policies, processes, and procedures that serve to minimize our exposure to any 	<p>Overall Assessment: Low Risk</p> <p>Risk/Mitigation</p>	

negative unintended consequences (misuse of information/damage to foundation reputation etc.)	<p>Ontarians</p> <p>OTF's core values of transparency and accountability</p> <p>BP objective: Support the public benefit sector to amplify its impact and leverage partnerships to build a stronger NP sector</p>	<p>with the Government's Open Data Directive and positioned as a leader in catalyzing social innovation and system change. However, it is not without risks, chief among which are the privacy of contributors of the data, data quality over time, and the potential misuse and misinterpretation of the information by re-users.</p>		<p>potential risks, consistent with the open government directive.</p> <ul style="list-style-type: none"> OTF has a robust information management and communications structure in place to effectively manage any potential misuse of the information. OTF has an Issues Management process for media and public inquiries 	<p>Funded? Yes</p> <p>Risk Owner: VP, Partnerships and Measurement</p> <p>Mitigation Target Dates: Ongoing</p>	
2.A – GRT volunteers deviate from prescribed policies or processes, negatively impacting OTF's ability to ensure consistent, fair, and equitable granting decisions.	<p>BP goal: Ensure equitable, inclusive and accessible practices</p> <p>BP objective: Foster a high-performance team of staff and volunteers</p>	<p>Risks include inconsistent application of policies and processes, compounded by high vacancy rate.</p> <p>Volunteers could potentially make recommendations that are not grounded in OTF's official policies or contravene various OTF policies or processes.</p> <p>In addition to the negative impact on OTF's ability to ensure consistent, fair, and equitable granting decisions, occurrence of this risk could also endanger OTF's reputation.</p>	L: Low I: High	<ul style="list-style-type: none"> There are extensive controls in place, and the two Vice-Presidents responsible for granting, together with the Granting Directors, provide oversight. OTF provides ongoing comprehensive orientation and training for volunteers, using various means of providing updates on new directions and training in key policies and processes. Senior management and Board members regularly attend GRT meetings where they can raise concerns about inconsistencies and non-compliance. The Community Investments Committee of the Board (GLC) reviews all recommendations made by local GRTs for consistency and compliance with 	<p>Overall Assessment: Medium Risk</p> <p>There are clear granting policies, as well as support systems and controls in place designed to minimize these risks</p> <p>Risk/Mitigation Funded? Yes</p> <p>Risk Owners: VPs, Community Investments and Partnerships and Measurement</p> <p>Mitigation Target Dates: Ongoing</p>	

				<p>OTF's policies, before recommended grants are presented to the Board for approval. When needed, the Committee may reverse a recommendation by a GRT to fund a given application.</p> <ul style="list-style-type: none"> • Online eLearning modules and ongoing webinars offered to all volunteers on important aspects of the Investment Strategy and processes. • As well, there is a Volunteer Relations Office, with a staff of two, to support and enhance the training and engagement of OTF volunteers, and a monthly memo is sent to all volunteers to provide them with any new granting or other information that is relevant to their work. • Major policy compliance requirements are embedded in the granting system • FAQs and user guides developed • Various communications vehicles are in place to update and train volunteers and collect their feedback. 		
4.A – OTF grants are not equitably accessible or distributed to eligible groups throughout Ontario, risking OTF's	<p>BP goal: Deliver grants that improve the lives of Ontarians</p> <p>BP objective: Ensure equitable, inclusive, and accessible</p>	A lack of equity and accessibility in the distribution of OTF grants would impact on the achievement of OTF's mission, in the areas of building healthy and vibrant communities (which must be inclusive and diverse) and building the capacity of the voluntary	L: Medium I: Medium	<ul style="list-style-type: none"> • OTF's comprehensive website ensures knowledge of its granting programs is widespread, in both official languages. • Website is AODA compliant, ensuring accessibility to people with disabilities. • Foundation's communications plan includes public awareness strategies to ensure widespread 	<p>Overall Assessment: Medium Risk</p> <p>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</p>	

credibility and reputation as an equitable and accessible grantor	practices OTF's value related to acting with fairness	sector (which includes organizations serving the entire spectrum of society). OTF's reputation could also be affected by perceptions of inequitable or inaccessible services. Principles of equity and accessibility were key components of several of the Auditor General's recommendations.		<p>knowledge of OTF.</p> <ul style="list-style-type: none"> • Staff track granting to population groups and types of organizations and adjust outreach strategies accordingly. • Annually staff identify under-served populations and carry out targeted outreach. • OTF has launched a Diversity, Equity and Inclusion Framework for staff, volunteers and communities • OTF is streamlining the Organization Registration process and refining the applications to ensure clarity • OTF continues to track granting equity via a Grant Distribution Equity Index to measure the equity of its granting to various populations, age groups, geographic communities, and organization sizes and types. Results are reported on a quarterly basis to Senior Leadership and the Board of Directors. 	<p>strategies on an ongoing basis as required.</p> <p>Risk/Mitigation Funded? Yes</p> <p>Risk Owners: VPs, Community Investments and Partnerships and Measurement</p> <p>Mitigation Target Dates: Ongoing</p>	
5.A – The Government fails to appoint sufficient numbers of GRT volunteers, jeopardizing the ability of one or more GRTs to carry out their	<p>BP goals: Deliver grants that improve the lives of Ontarians</p> <p>Ensure equitable, inclusive and accessible practices</p> <p>BP objectives: Deliver value for money</p>	<p>The risk remains high until all our GRTs have fulfillment rates over 50%, so we will continue to remain vigilant.</p> <p>Implications include:</p> <ul style="list-style-type: none"> • A smaller volunteer force to handle the workload, so each volunteer has an increase in workload, which can lead to volunteer burnout and less-than- optimal 	L: High I: High	<ul style="list-style-type: none"> • Close cooperation with Ministry and Public Appointments Secretariat (PAS) staff. • OTF Corporate Governance & Policy Committee and Board are informed and consulted regularly regarding the status of appointments. • Business continuity processes are in place should volunteer numbers drop below requirements. • This risk cannot be totally mitigated by OTF, however, as 	<p>Overall Assessment: High Risk</p> <p>Despite recent progress, this continues to be a serious issue. OTF is doing as much as can be expected and is within its control to decrease its impact.</p> <p>Risk/Mitigation</p>	

business	and accountability in the use of public funds	<p>decisions.</p> <ul style="list-style-type: none"> • “Decision concentration” – a very small number of volunteers making decisions on millions of dollars’ worth of grants. • With fewer members, a GRT may not have the range of skills required or may not truly represent its community in terms of good geographic, gender, ethno-cultural, socio-economic, etc. 		<p>the actual appointments are the purview of the government. One possible solution is for the Foundation to appoint all or some GRT members (except GRT Chairs) and continue to work with the Ministry to find structural solutions to this problem.</p> <ul style="list-style-type: none"> • OTF is working towards long-term solution with our government partners to modernize volunteer management. • In 2018-19 in consultation with the Ministry the Foundation began a strategy for enlisting temporary volunteer file reviewers who will assess and score applications alongside GRT members, with an emphasis on catchments in critical need of more volunteers. • While Volunteer File Reviewers helped address the workload risks, “decision concentration” remains a big concern as in some catchments a handful of volunteers are making recommendations worth millions of dollars. 	<p>Funded? Yes</p> <p>Risk Owner: VP, Talent and Corporate Services</p> <p>Mitigation Target Dates: Ongoing</p>	
5.B – Poor labour relations impact OTF’s ability to build and maintain the high-performance culture	<p>All aspects of OTF’s Investment Strategy</p> <p>BP objective: Foster a high-performance team of staff</p>	<ul style="list-style-type: none"> • Impact could range from minimal to critical, depending on the number of departments/functions involved. • Scope depends on the severity of the labour relations issues. 	L: Low I: High	<ul style="list-style-type: none"> • Regular ongoing communication from Senior Management to all staff. • Quarterly staff pulse surveys • Similar pulse surveys have been implemented for volunteers • The Employee Culture and Engagement Committee will be involved in identifying strategies 	<p>Overall Assessment: Medium Risk</p> <p>Risk/Mitigation Funded? Yes</p> <p>Risk Owner: VP, Talent & Corporate Services</p>	Added reference to volunteers

necessary for achieving its business objectives	and volunteers			to address staff concerns.	Mitigation Target Dates: Ongoing	
5.C – Lack of viable successors for key senior positions may hinder timely delivery on BP commitments	All strategic priorities and activities of the Business Plan Business continuity	Scope would vary depending on the number of vacancies as well as area of responsibility.	L: Medium I: Low	<ul style="list-style-type: none"> SLT reviewed and approved a Talent Retention Strategy in 2018. As part of the strategy we are assessing the flight risk for all critical roles and high-performers. A succession plan was developed for all the senior roles. 	Overall Assessment: Medium Risk Risk/Mitigation Funded? Yes Risk Owner: VP, Talent & Corporate Services Mitigation Target Dates: Ongoing	
6.A – Physical damage to hardware, software, data – e.g. power outages, fire, damage to the server room	All strategic priorities and activities of the Business Plan Business continuity	Scope would vary depending on the severity of the incident. Impact could range from a few minutes of power interruption to complete loss of access to IT services and data for up to two days, pending disaster recovery.	L: Low I: High	<ul style="list-style-type: none"> IT Disaster Recovery Plan in place. Data backup is with a cloud vendor who can restore OTF services within 24 hours. Critical business systems outsourced. 24/7 infrastructure monitoring to allow for notice of potential issues. Other application-specific strategies. Board has approved a Business Continuity Policy Cyber insurance policy in place 	Overall Assessment: Medium Risk Risk/Mitigation Funded? Yes Risk Owner: VP, Talent & Corporate Services Mitigation Target Dates: Ongoing	Added last bullet under mitigation strategies
6.B – Security threats to OTF data and infrastructure	All strategic priorities and activities of the Business Plan Business	Unauthorized access to, or use of, the OTF network and infrastructure could lead to events with varying impacts, including data loss on the server, loss or theft of mobile devices	L: Medium I: High	<ul style="list-style-type: none"> IT infrastructure and security outsourced to a best-in-class IT vendor. Next generation firewall system and intrusion prevention are in place. Encryption of data on OTF 	Overall Assessment: High Risk Risk/Mitigation Funded? Yes Risk Owner:	

	Continuity	<p>containing OTF data, data destruction, etc.</p> <p>Scope depends on the target of the security threat – i.e. could be just one system or a small amount of data, or – worst case scenario – OTF’s entire network and/or other organizations’ networks as well.</p>		<p>laptops.</p> <ul style="list-style-type: none"> • Secure VPN solution in all the regional offices and to all remote user laptops. • Physical backup on- and off-site. • Biennial security assessment completed by security vendor. • Weekly security awareness program for all staff and monthly simulated phishing campaigns. • Use of best-in-class antivirus and anti-malware endpoint protection • Cyber insurance policy in place 	<p>VP, Talent and Corporate Services</p> <p>Mitigation Target Dates: Ongoing</p>	
--	------------	---	--	---	--	--