

OTF Investment Summary Report
Approval of Community Investments and Ontario Fund
Prepared for the Board of Directors March 24, 2016



2015/2016 Cycle 2
OTF Granting Investments

OTF Investment Summary Report

2015/2016 Cycle 2



Introduction

This is a summary of the OTF investments for its second and last granting cycle under the new investment strategy in the 2015/16 fiscal year.

This Investment Summary Report includes:

Schedule 1: Executive Summary Community Investments and Ontario Fund

Schedule 2: Community Investments and Ontario Fund Granting Overview and Analysis

Schedule 3: Concluding remarks

Appendix A: List of Recommend Applications Community Investments for Board Approval

Appendix A1: List of Recommend Applications Ontario Fund for Board Approval

Appendix B: List of Declined Applications Community Investments for Board Approval

Appendix B1: List of Declined Applications Ontario Fund for Board Approval

Schedule 1: Executive Summary Community Investments and Ontario Fund

1.1 Cycle Summary: Grow, Capital and Seed Investment Streams

Highlight: Granting decisions appear to reflect improved implementation of the new investment strategy

The applications and recommendations made this cycle are similar to last cycle: we see a greater understanding of our new investment strategy, particularly by staff, and mostly high quality granting decisions. This cycle, we received **1,438 applications** requesting **\$261M**. Within 12 to 36 months, the recommended investments will impact **1,985,000 Ontarians**, improve **97 programs**, and result in **216,000 square feet** of new space and **313,000 square feet** in renovated capital space. This is nearly identical to the 1,432 applications requesting \$271M in funding in the last granting cycle. Of these applications, a total of **314** for **\$48.0M** are recommended for approval, a slight decrease from last cycle due mostly to a smaller granting budget this cycle.

Overall, in this Fiscal Year 2015-16 GRTs including the ON Fund recommended 640 grants for \$101M, impacting 2.8 million Ontarians and resulting in 1.1 million square feet of new and renovated capital spaces.

Detailed analysis shows that, for the most part, the granting decisions of this cycle reflect a strong internal understanding and application of the new investment strategy by both granting staff and volunteers. **A study conducted by the Strategy Leads and Evaluation team found that granting staff are assessing alignment with the investment strategy correctly 90% of the time. Volunteer assessment bridges nearly half of the remaining gap, resulting in a 94% success rate overall at assessing alignment.** This strong knowledge also translates into assessing evidence, as the applications in the Grow stream with the best evidence are twice as likely to be approved.

OTF Investment Summary Report

2015/2016 Cycle 2

Overall, the results of this granting cycle indicate there is some degree of regression to the mean in granting recommendations. For example, there is a more even investment across the Action Areas this cycle as compared to last. Granting recommendations for the Francophone community also increased from 2.4% to **7.1%**. This Fiscal Year, OTF has invested \$4.7M in 40 grants benefiting the Francophone community. This represents 4.6% of OTF investments over the year, which is comparable to the Francophone proportion of Ontario's population (4.8%).

That being said, the nature of OTF granting has changed in fundamental ways as well. Total demand for funds this cycle was at historically high levels, at \$5.43 per dollar funded. This is similar to the last cycle, and is much larger than historical levels, which were in the \$3.50 range. Roughly half of this increase in demand is explained by the fact that organizations are now able to apply for multiple grants in the same granting cycle. In fact, 35% of the dollar requests this cycle (and 39% last cycle) are from organizations with multiple applications. Overall, 9% of all recommended grants this cycle are to organizations with multiple grants.

The new investment strategy has also had the desired effect of allowing **larger and deeper grants** to be made. The average grant this cycle is \$158,470: this is **65% larger** than the previous 3-year average grant size of \$96,018. This impact has not been felt evenly across the province, as the GTA catchments of Simcoe-York, Halton Peel, along with the Ontario Fund, all have average grant recommendations of close to \$200,000 or more. This is in contrast to the Northern catchments of MNPST, Northwestern, and ACMS which have average grant recommendations closer to \$100,000. This difference is driven by demand, as the average request in the Northern catchments was smaller by roughly the same proportion as the GTA catchment average.

Finally, we are tracking a number of results to understand what the trends are in terms of internal and external knowledge of and engagement with the new investment strategy.

- Volunteer Scoring – 87% of volunteers scored all files assigned to them this cycle, a 2% increase from last cycle. This is indicative of strong volunteer engagement.
- Technical Declines – 75% of all applications received were technically eligible for OTF funds, the same proportion as in the last cycle.

The Evaluation team, Strategy Leads, and Communications department, through the Knowledge Management strategy and eLearning tools are continuing to work together to deliver outreach and training to volunteers and the public to ensure we improve our ratio of good applications and build knowledge about our investment strategy amongst our GRT members. With more insight gleaned from our data model, these outreach and training sessions can become more targeted and impactful.

1.2 Action Area Summaries and Noteworthy Grants

As with the last granting cycle, OTF received many strong applications and made some excellent granting recommendations across all Action Areas. A series of internal and external outreach and information sessions, as well as internal learning opportunities on the new investment strategy conducted by the Public Affairs department and the Strategy Leads has had a strong impact on ensuring the strongest grants in each Action Area

OTF Investment Summary Report

2015/2016 Cycle 2



are made. The data analysis shows us that across all Action Areas, most of the staff and volunteers showed a full understanding of assessing alignment with the investment strategy, and a strong ability to identify and recommend for approval, grants with the best evidence.

The shift from a sector-based to an outcomes-focused investment strategy characterized by the Action Areas is clearly understood by applicants and staff. Granting to Inspired People doubled as a proportion of total granting from last cycle; however it wasn't the only Action Area in which arts programs were funded, as a number of arts-based programs are recommended for approval in Promising Young People. Further, granting to Youth increased substantially this cycle. This increase came mostly from outside of the Promising Young People Action Area, instead coming about from increases in Active People and Inspired people recommendations targeted towards youth.

Active People

The Active People Action Area continues to see two notable trends in this round of investments; (1) capital grants to renovate aging infrastructure and build new recreational space, and (2) addressing the unique needs of audiences who traditionally have lower physical activity levels, particularly children and youth from low-income families and older adults. Investments in both of these areas this cycle will result in around **400,000 square feet** in new and renovated space for sports and recreation and will assist over **40,000 people** in fostering more active lifestyles. *These trends are embodied by a recommended investment to the Erin Mills Youth Centre that will provide youth-driven, culturally relevant programming on a newly constructed outdoor multi-sport court in Mississauga's Ridgeway community. Informed by community-driven stakeholder engagement, the initiative will hire and train local youth to develop and implement recreational programming for a high-rise community of 4000 people facing multiple barriers including isolation, low wage jobs, and high unemployment.*

Connected People

Collectively, the investments in Connected People recommended this cycle will help over **2,500 socially isolated people** develop connections in their community. A further **5,000 people** from a diversity of groups will be involved in improving their communities. *A notable investment recommended from this granting round that will involve people in improving their community is a 3 year project by the Toronto Aboriginal Support Services Council (TASSC), to update and expand on the 2011 Toronto Aboriginal Research Project (TARP). The Report engaged over 1400 Aboriginal individuals over two years to provide recommendations for improvements to a variety of programs and services. This expansion will build research relationships with marginalized Aboriginal groups within the Greater Toronto Area to increase meaningful engagement, reduce social isolation, and improve the work of 10 support service agencies. The project also aims to welcome the participation of non-Aboriginal stakeholders to further drive agency program quality and community impact. As a result of this work, 50 programs serving over 3000 people will be improved because TASSC is situated well to build culturally sound, community-based research relationships with previously marginalized and diverse Aboriginal groups in Toronto to "improve their own lives and the lives of others by providing valuable insights into issues that matter most to them"*

OTF Investment Summary Report

2015/2016 Cycle 2

Green People

This granting cycle saw a strong field of projects being recommended for support in the Green People Action Area that will result in over **100,000 people** supporting a healthy and sustainable environment. These initiatives touched all of our Grant Results, with over 50% involving people doing something tangible to benefit the environment, either by participating in ecosystem conservation efforts or by taking direct action to reduce their impact. *The importance of citizen action is exemplified by a grant recommendation to REEP Green Solutions in Kitchener. REEP aims to get residents to adopt lot-level practices to slow down, soak up and keep clean the rainwater that falls on their properties, thus helping to address the negative impact of increasing heavy rain events. By adapting proven approaches and introducing them into two high flood risk neighbourhoods, REEP will increase participation beyond the current reported 5% level by targeting the entire neighbourhood and responding to barriers that residents themselves have identified. Over the course of the 3-year grant, the project aims to engage more than 3,000 people in direct action, and compile learnings and templates that could be shared with other communities, in order to multiply the number of people taking action in the future.*

Inspired People

This action area has seen the highest increase in applications and recommended investments this cycle. In total, recommended investments in Inspired People will impact over **600,000 people**, including over 180,000 who will have increased access to arts-based learning opportunities and over 400,000 who will engage in community-based arts creation. *One recommended grant in particular highlights OTF investments in Inspired People, the “Digital Creator North” project led by Near North Mobile Media Lab. In this project, the Media Lab, in collaboration with public libraries in Elliot Lake, Kenora, New Liskeard, Sault Ste. Marie, Sioux Lookout and Timmins, will establish media arts creative spaces for youth. More than 750 emerging artists between the ages of 14-19 years will receive hands-on training in video production, audio recording, 3D printing, graphic design, and coding/programming. Creative experimentation, peer networking and collaboration skills will form the basis for the pre-professional training and enable youth to achieve success in post-secondary media arts programs and the industry.*

Promising Young People

There is a broad range of initiatives recommended for funding this granting cycle that support the positive development of over **1,000,000 of Ontario’s children and youth**. Many of these initiatives also foster the development of strong and healthy relationships through parenting, mentoring, after school programming, and the enhancement of youth centres. **Close to 24% of the number of grants recommended in Promising Young People will result in the civic engagement of diverse youth populations such as rural, low income, Aboriginal, Francophone, racialized and new immigrant youth.** *One of these initiatives is the “Une Journée d’Information pour une Vie d’Action” (JIVA) program of Youth Ottawa. JIVA, will provide 6,000 Francophone youth with an experience based learning civic education program that will empower them to create solutions for challenges facing their community. Evidence from the English program this is modeled after suggests that 67% of youth engaged in the program implement a community action project. The initiative will support youth who do not have access to civic development educational opportunities, and aims to increase the civic identities, civic behaviours and civic competencies of Francophone youth in Ottawa, aged 15-18, by at least 30%.*

OTF Investment Summary Report

2015/2016 Cycle 2



Prosperous People

In this cycle, over **200,000** people will see enhanced economic wellbeing through recommended investments in Prosperous People. Many of these opportunities are in assisting around 10,000 individuals in getting employment through the building of soft skills, such as problem solving, communications, and confidence building that are essential for today's work environment. People benefiting from these programs come from a diversity of groups, such as youth, aboriginals, newcomers, and women. *One such recommended investment is assisting women finding long term employment is a program run by Up With Women. Through OTF's grant they will be able to expand their evidence-based career development pilot for recently homeless and at-risk women across southern Ontario. Evidence developed from their successful pilot suggests that the 300 women expected to enter this program will potentially save over **\$800,000 in welfare costs**. The project engages professionals to act as career coaches to help these women in precarious positions obtain not only gainful employment, but meaningful careers.*

1.3 Sign-Offs

Sign-Off from Chairs: Each GRT Chair and the Chair of the Ontario Fund Committee have signed off on the final list of grants recommended by the GRT or Ontario Fund.

Compliance with OTF Policy: The CEO has met with the Vice-President, Community Investments, and the Vice-President, Provincial Programs and Partnerships to review granting policy compliance. The CEO confirms that all recommended grants are within the granting policies of the Foundation.

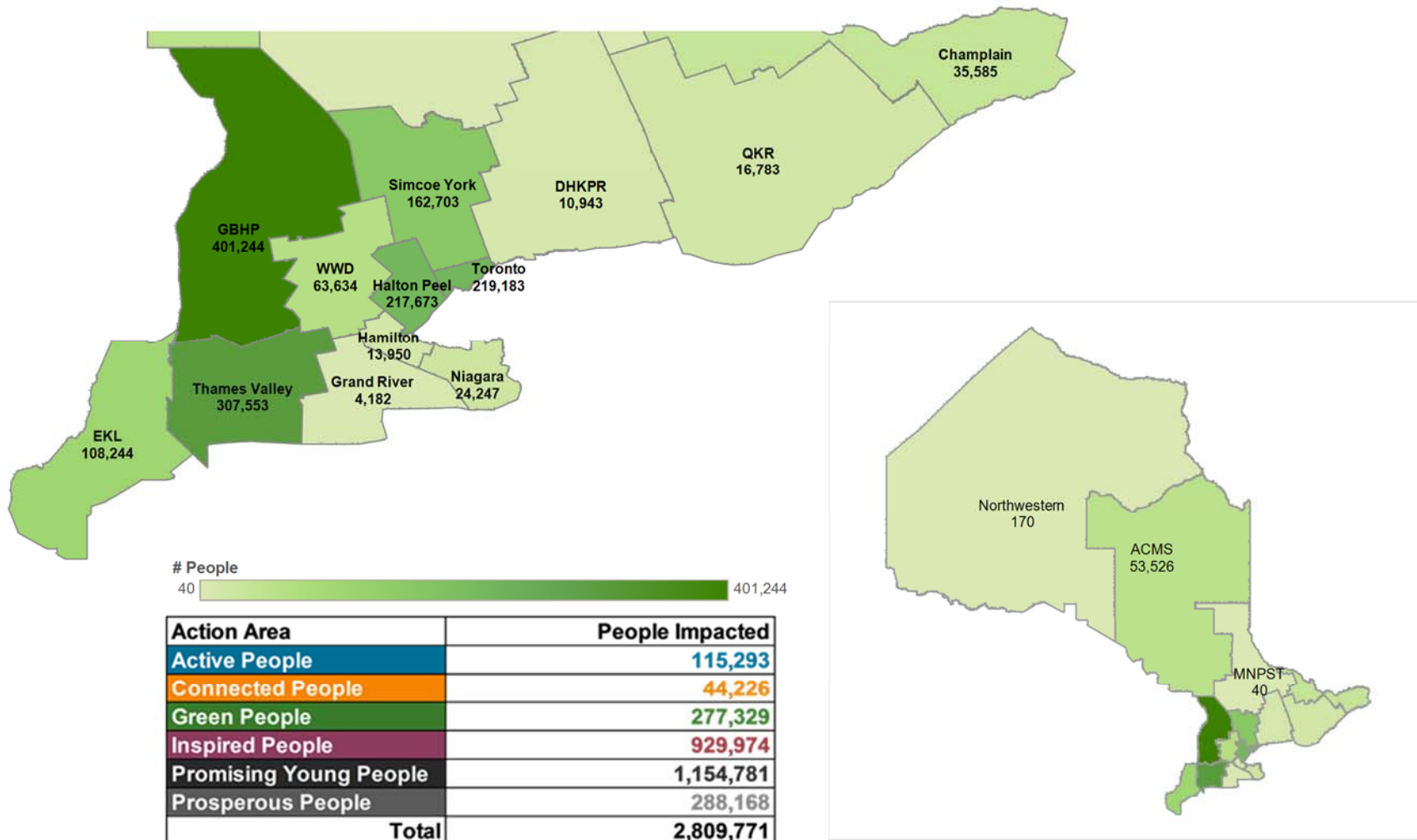
OTF Investment Summary Report

2015/2016 Cycle 2

Schedule 2: Community Investments Granting Overview

2.1.1 People Impacted in next 3 years through Grow Grants

Within the next one to three years, we expect more than **2.8 million** Ontarians will be impacted by initiatives funded by OTF this fiscal year. Over **1.1 million children and youth** will engage in initiatives supporting their positive development and over **900,000 Ontarians** will have access to arts-based learning opportunities and engage in community-based arts creation. A majority of the people impacted are coming from Southern Ontario, where most people live. It should be noted that the smaller numbers in the North result from smaller granting budgets and a smaller number of Grow grants awarded.

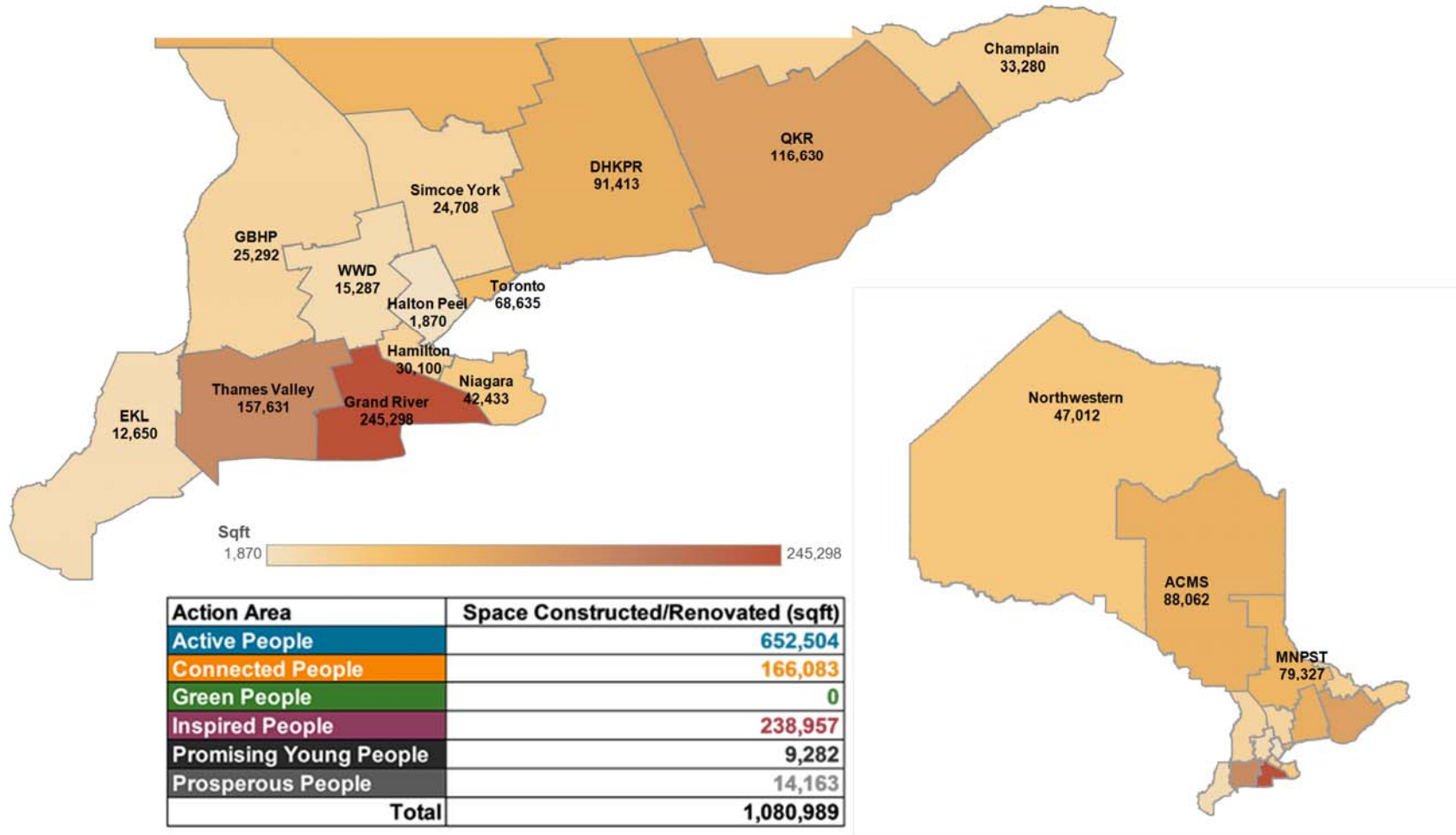


OTF Investment Summary Report

2015/2016 Cycle 2

2.1.2 Improved Infrastructure in next 15 months through Capital grants

OTF's investments in Capital grants this fiscal year has allowed for continued investment in infrastructure improvement that we expect will result in more than **1 million square feet** of new or renovated facilities over the next 12 to 15 months. There will be more than **650,000 square feet** of renovated and new recreation facilities, **244 km** of multi-use trail development and an additional **15,000 hours** of programming time to get people active. Investments in arts and heritage infrastructure will create almost **240,000 square feet** of space for presenting performances, exhibitions and screenings. These investments occur all across the province. Catchments with smaller populations, such as Grand River, or Northwestern, will receive just as much new and improved infrastructure as the big cities of Toronto and Ottawa. Note that for Green People, capital grants are awarded solely to the ecosystem protection and restoration priority outcome, therefore are not focused on the construction or renovation of infrastructure.

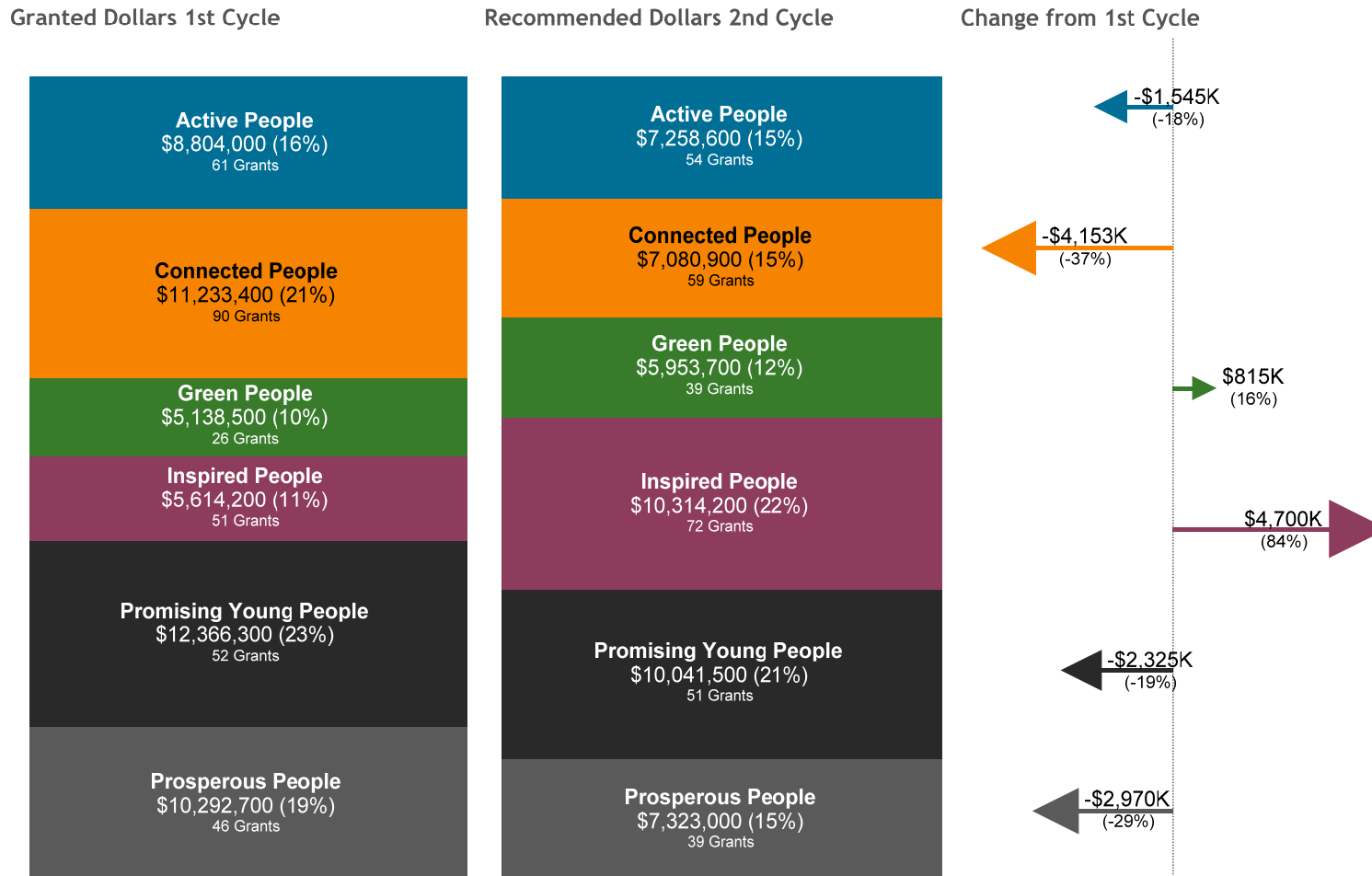


OTF Investment Summary Report

2015/2016 Cycle 2

2.2 Action Area Overview

Investments across Action Areas are more evenly distributed in this second granting cycle than in the first. While the three top Action Areas from last cycle received a slightly lower portion of investments, Green People and Inspired People saw an increase in the share of investments. Of note, Inspired People, which comprised 11% of funding last cycle, has seen a nearly doubling in its funding share to 22% of total granting. This is consistent with increased comfort in making granting decisions in the new investment strategy.



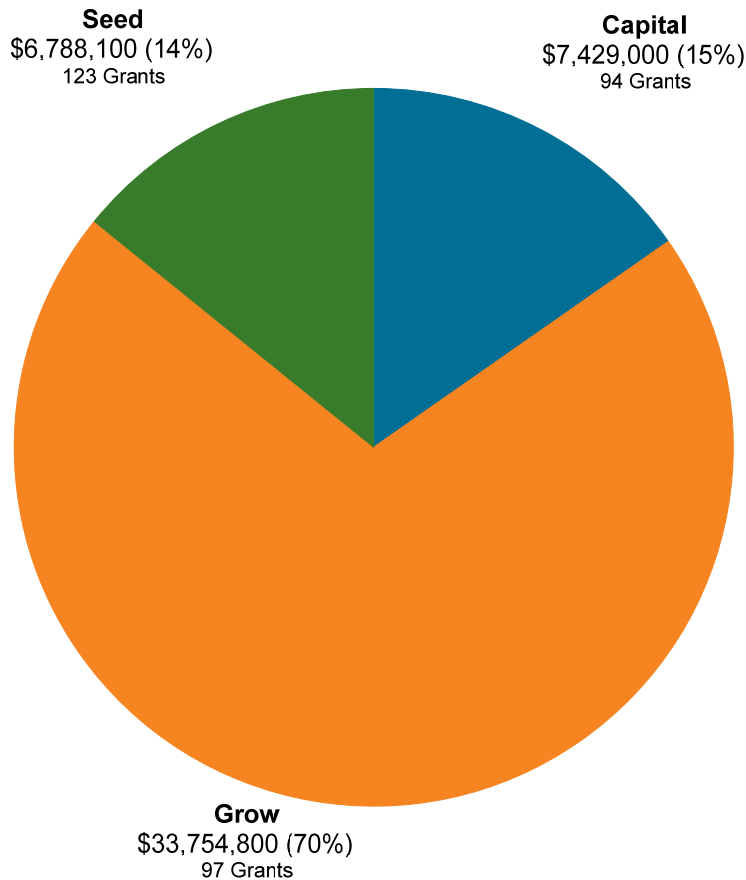
OTF Investment Summary Report

2015/2016 Cycle 2

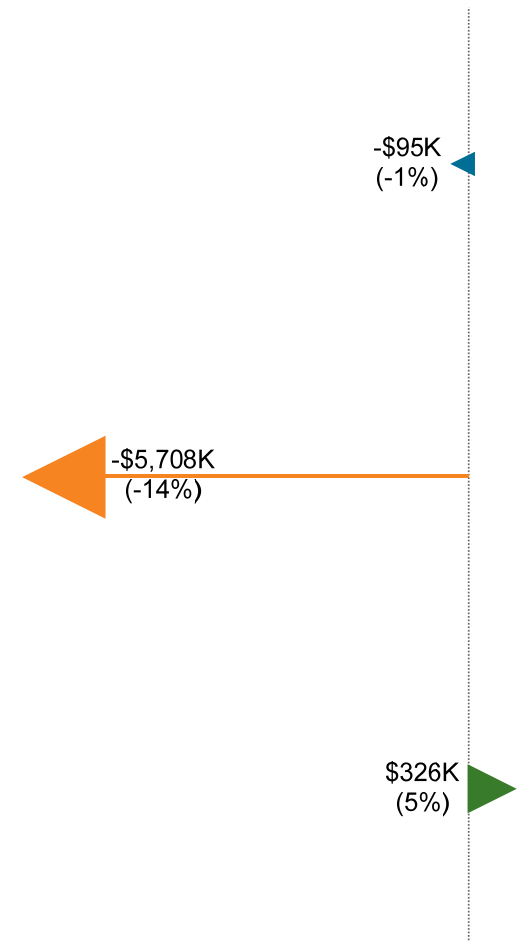
2.3 Community Investment Stream Overview

There is little change in the share invested across the three streams. The Seed stream does make up a slightly larger share of investments than last cycle. It appears this is driven by many catchments combining residual amounts from each stream to make one or two more Seed grants.

Recommended Dollars 2nd Cycle



Change from 1st Cycle

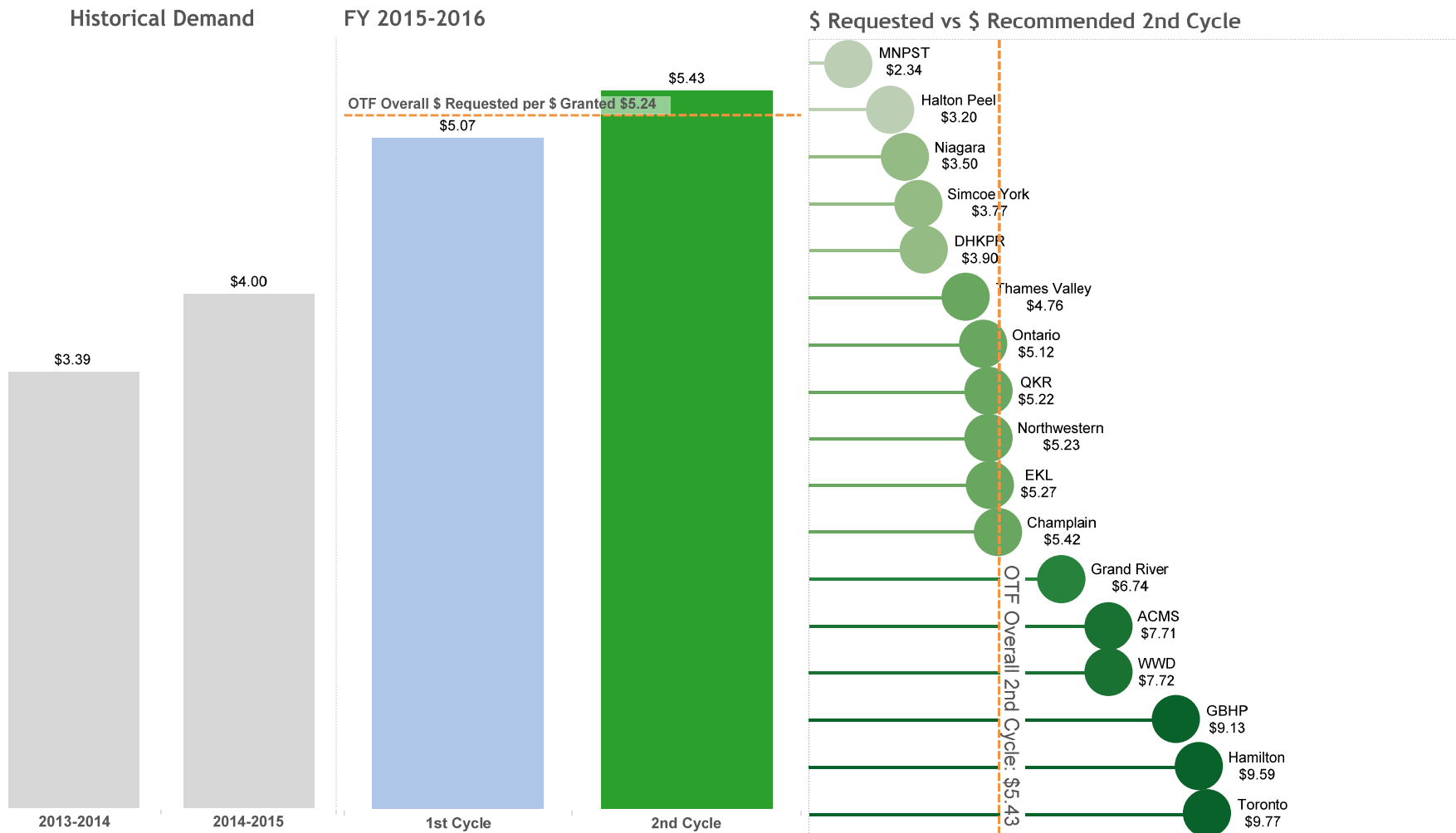


OTF Investment Summary Report

2015/2016 Cycle 2

2.4 Application Demand

Demand is \$5.43 per dollar requested, a similar amount to last cycle, and significantly greater than historical levels of around \$3.50. We expect demand to remain at this higher level, mostly due to the fact that organizations can apply for multiple grants each granting cycle, something that was not permitted in the past. Many of the lower demand catchments decided to not spend a portion of their budget last cycle, leaving more for granting this cycle. As an example, MNPST spent only 40% of their budget last cycle, leaving them with a larger budget this cycle and the ability to fund a great proportion of their applications.



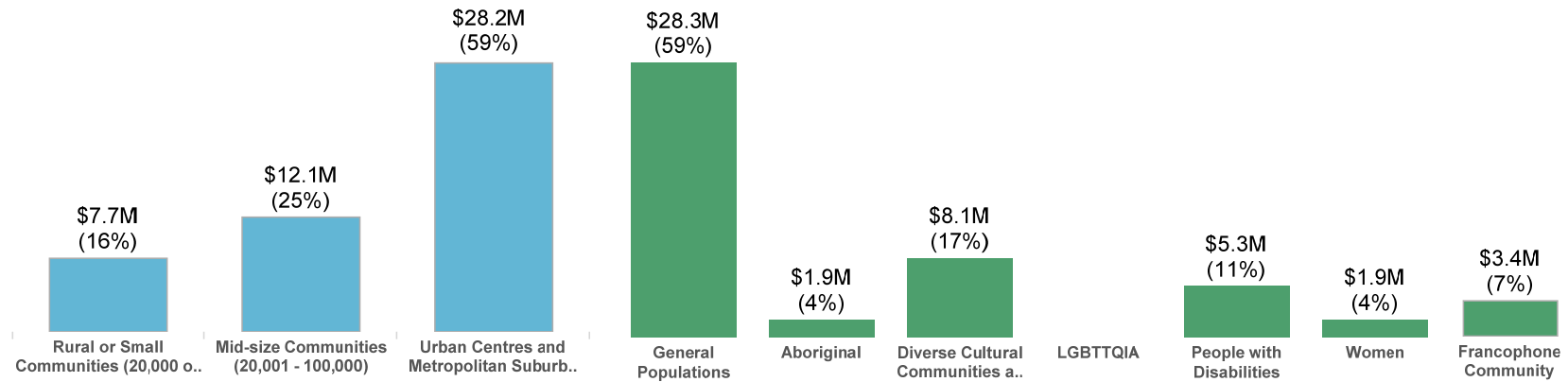
OTF Investment Summary Report

2015/2016 Cycle 2

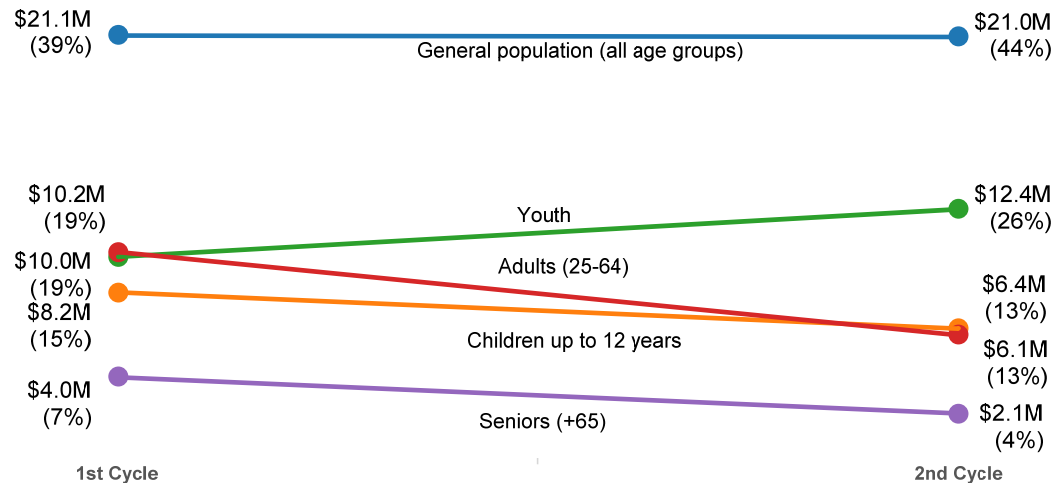
2.5.1 Investment Equity – Populations

The investments across population groups are at similar levels compared to the last cycle. There are two notable exceptions: Francophone granting has increased to 7.1% from the last cycle and now more closely matches the Francophone share of the total population. Further, granting to Youth has increased by around 25%. Much of this increase in Youth granting occurred in the Active and Inspired People Action Areas. Applications benefiting the LGBTTQIA population were only 1% of the total requests this cycle, and none are recommended for funding. We will continue to investigate granting to the LGBTTQIA population.

Recommended Dollars by Community Size 2nd Cycle Recommended Dollars by Population Served 2nd Cycle



Recommended Dollars by Age Group 2nd Cycle



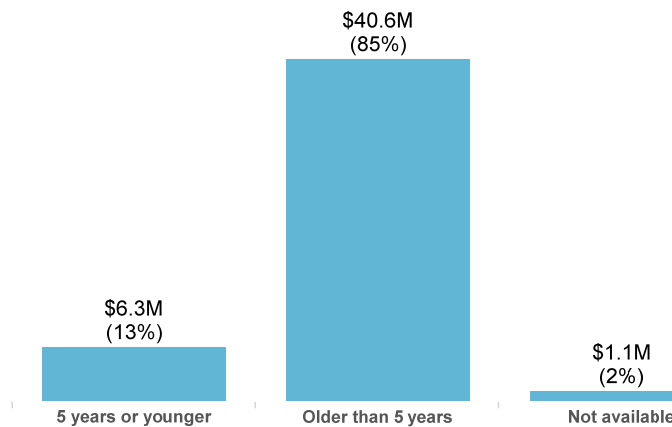
OTF Investment Summary Report

2015/2016 Cycle 2

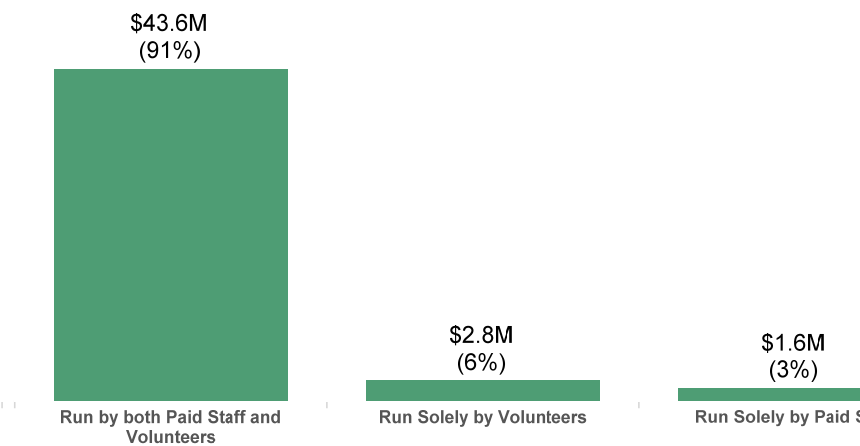
2.5.2 Investment Equity – Organizations

Our investments are benefitting a greater proportion of low-revenue organizations this cycle (18%) compared to last cycle (11%). Granting to new and volunteer run organizations remains stable from last cycle to this cycle. In the Grow stream, granting to low revenue organizations more than doubled from 6% to 14% of total granting. And, Grow investments in volunteer-run organizations tripled from the last cycle – albeit only representing 3% of Grow granting. Anecdotal evidence from the last cycle suggested some hesitancy at awarding large Grow grants to small volunteer-run organizations. This hesitancy appears to be reduced in this cycle, consistent with the paradigm shift in investment strategy towards investing in outcomes rather than granting to organizations.

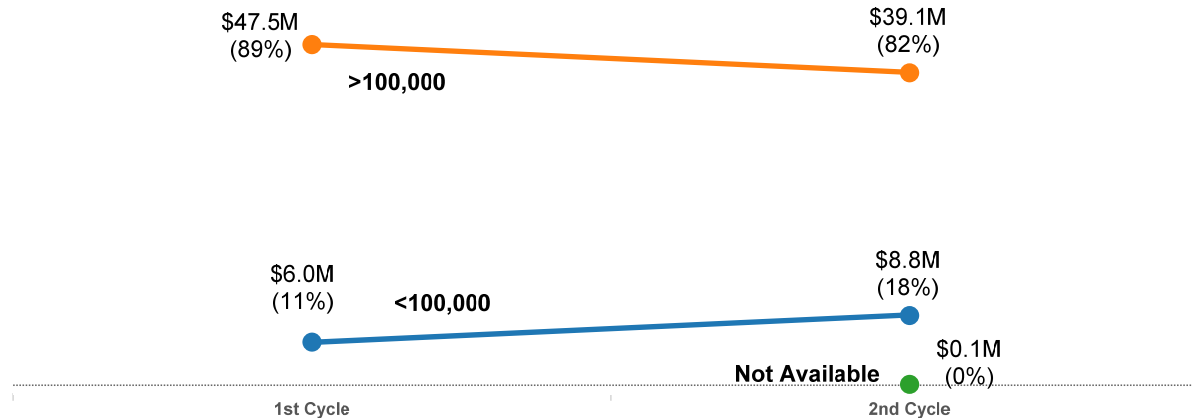
Recommended Dollars by Age of Organization 2nd Cycle



Recommended Dollars by Type of Staff Running Organization 2nd Cycle



Recommended Dollars by Organization Size 2nd Cycle



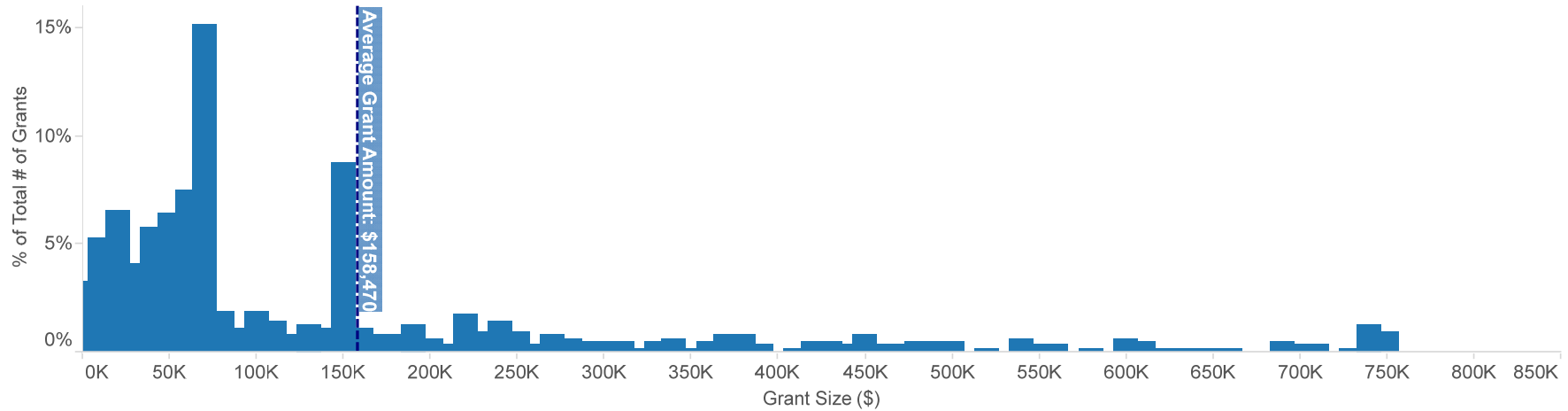
OTF Investment Summary Report

2015/2016 Cycle 2

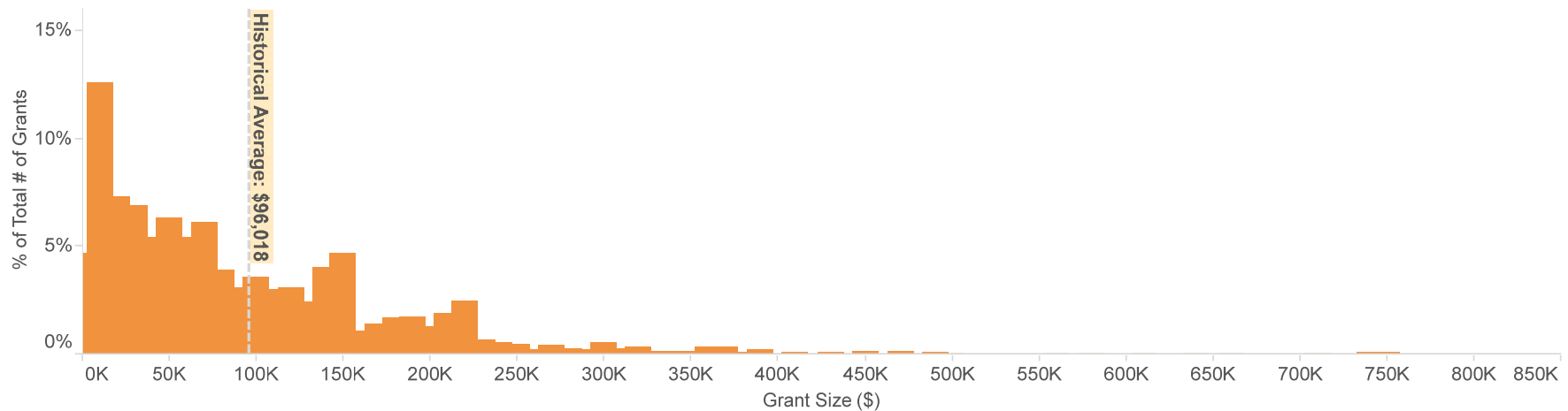
2.6 Larger, Deeper Grants – Grant Size

The new investment strategy continues to result in larger and deeper grants. The average grant this cycle is \$158,470, consistent with the average in the last cycle, and 65% greater than the historical average of \$96,018. We are seeing an increase in the size of grants in Seed and Capital streams as well, compared to the historical context.

Grant size Distribution Overall FY 2016



Grant Size Distribution Historical



OTF Investment Summary Report

2015/2016 Cycle 2

3.0 Concluding Remarks

This OTF Investment Summary Report outlines key highlights and insights from this cycle of recommended investments and attempts to provide context to what the data is telling us so we can make evidence based decisions as we move forward. With \$48M in investments, the impact of the recommended grants is expected to be felt by 2 million Ontarians who will be able to enjoy the outcomes of more than 300 grants made this cycle alone. This includes over 600,000 people whose lives will be enriched through arts, culture and heritages, over 100,000 who will support a healthy and sustainable environment, and over 200,000 whose economic wellbeing will be enhanced. These types of results combined with our strong commitment to a learning agenda will enable OTF to lead in evidence based decision making and knowledge sharing.

Being able to report on the expected outcomes of OTF's investments has been truly a collaborative effort between Granting, Information Management, and the Strategy Leads. The ability to analyze our investments and be able to understand patterns, opportunities and challenges as they relate to our strategy places OTF in a significant position of leadership in the sector. We could not do this type of analysis without having designed the granting processes, methodology, measurement approach and data model with intent and leading edge best practices.