SYSTEM INNOVATIONS GRANT

SYSTEM INNOVATIONS GRANT APPLICATION TOOLS

About the Grant Application

The Grant Application gives Ontario Trillium Foundation (OTF) staff the information needed to assess your collaborative and proposed strategy.

OTF staff and the Grant Review Committee will assess your collaborative's readiness to do this work, the alignment of your strategy to a YOF Priority Outcome and its potential impact.

How to Apply

Detailed information about how to apply to the System Innovations Stream can be found on otf.ca/yof

Deadlines

Organizational Registration deadline: **September 16, 2020**
Grant Application deadline: **October 14, 2020**

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GRANT APPLICATION QUESTIONS AND TIPS

TAB 1: GENERAL INFORMATION

CONTACT INFORMATION

1. For this project, please confirm the key contact's information:
   Project contact name: _____
   Project contact title/role: _____
   Project contact phone number: _____
   Project contact email: _____

2. Are you the signing authority for the organization?
   (Check one only.)
   ☐ YES
   ☐ NO

[IF NO]: Please provide contact information for the person with signing authority.
Signing authority's name: _____
Signing authority's title/role: _____
Signing authority's phone number: _____
Signing authority's email: _____

GENERAL INFORMATION

3. What is the name of the project?

4. Our project will:
   (Check all that apply.)
   ☐ Lay the groundwork needed to strengthen a system of services or opportunities for YOF youth
   ☐ Implement strategies to strengthen a system of services or opportunities for YOF youth

[If Groundwork ONLY selected]: Please know that collaboratives have up to two years to complete groundwork. Any Project Plans and Budgets that exceed a two-year term will not be assessed.

[If BOTH groundwork and implementation selected]: Please know that collaboratives have up to two years to complete groundwork. It should be clear in your Project Plan and Budget that your groundwork will be completed within the first two years of the project.

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[If Implementation ONLY selected]: If selected, it will be assumed that the collaborative has completed the groundwork phase. This should be reflected in the groundwork table and there should be no groundwork activities in the Project Plan or Budget.

> YOF youth refers to those young people you selected to serve through your project. Assess your readiness and check one or both options. Is there groundwork to be done? Is your collaborative ready to begin implementing strategies for systems change? If you are uncertain about what we mean by groundwork or implementing strategies to strengthen a system of services, please contact yof@otf.ca and learn more about what we fund. If your collaborative has already laid the groundwork, consider focusing this project on systems strengthening work only.

5. Please confirm that you are applying as a collaborative.
   (Check one only)
   ☐ YES
   ☐ NO

> A collaborative is a group of two or more organizations - each with specific roles and responsibilities - that submit an application to achieve a common goal where there is mutual benefit, shared decision-making and accountability to each collaborative member. The lead organization of a collaborative must be an eligible organization.

[IF NO]: System Innovations grants invest in systems change work led by collaboratives only. Your project is not eligible.

[IF YES]: I acknowledge that a formal agreement with our collaborative partners is in place. (Check one only.)
☐ YES
☐ NO

> While you do not need to submit the collaborative agreement with your application, we may ask to review the agreement during the application review stage.

6. Will the project activities take place in Ontario?
   (Check one only.)
   ☐ YES
   ☐ NO

> Only activities that take place in Ontario are eligible for YOF funding.

[IF NO]: All System Innovations grant activities must take place in Ontario.
7. Anticipated start date (Select from calendar): _____

8. What is the request term?

(Check one only.)
- ☐ two-year term
- ☐ three-year term
- ☐ four-year term
- ☐ five-year term
- ☐ six-year term

> This is the total number of years you will receive funding if your application is approved.
> If you selected Groundwork only, the maximum grant term is 2 years.

TAB 2: LEAD ORGANIZATION AND COLLABORATIVE

ABOUT THE LEAD

9. Why are you the right organization to lead the collaborative and this project? (350 words max)

> Describe how your organization is situated within the system you aim to improve. Share your experience working strategically and collaboratively with stakeholders for systems change. Describe how you are connected to the communities you are seeking to serve through this work. Describe your organization's experience working with selected YOF youth and your understanding of the issues they face.

10. As the lead organization in your collaborative, your organization is:
    (Check all that apply)
    - ☐ Black-led
    - ☐ Indigenous-led

> See here to learn more about how YOF understands the leadership, mandate and structure of Black-led or Indigenous-led organizations.

ABOUT THE COLLABORATIVE

11. Complete the **Partners Table [OPEN]**

Organization, Group or Community	Contact Person - Name - Title - Phone Number - Email	Has this organization, group or individual agreed to be a collaborative member on this project? - Yes - No	Has the lead worked with this partner on other projects before? - Yes - No	Role and contribution to this project

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12. Why is this the right collaborative to lead this project? (350 words max)

> Describe how collaborative members are situated within the system you aim to improve. Describe their collective experience working with, and for, the selected YOF youth. Tell us about the relationships, knowledge, experiences, and skills that you are bringing as a collective and how these will enrich your systems change work.

13. Members of your collaborative are:
    (Check all that apply)
    ☐ Black-led organizations
    ☐ Indigenous-led organizations

> See here to learn more about how YOF understands the leadership, mandate and structure of Black-led or Indigenous-led organizations.

[IF Indigenous-led or Black-led selected]:
How many of the collaborative members are:
☐ Black-led organizations # ___
☐ Indigenous-led organizations # ____

> See here to learn more about how YOF understands the leadership, mandate and structure of Black-led or Indigenous-led organizations.

14. Describe the role of young people in the collaborative and in this project? If YOF youth have not been involved to date, describe how you will engage and sustain their participation in this project (350 words max).

> Consider how you will engage the selected YOF youth as partners in this change process. What barriers might young people face in participating in your systems change work? How will your collaborative reduce these barriers? The meaningful engagement of young people is required for a System Innovations grant.

15. List any stakeholders not yet involved that would strengthen the project's potential to improve/build the system and achieve planned results. How will you engage stakeholders not yet involved?

> If there are collaborative members missing that you consider essential to the work, describe how this collaborative will secure their engagement.

16. Share one or two examples of how existing partners have worked together. What work did you do together? What was the collaborative trying to achieve? How did this past experience prepare the collaborative for this project?

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TAB 3: STRATEGIZING FOR SYSTEMS CHANGE

DESCRIBING THE SYSTEM

17. At a high-level, identify the system your collaborative is focused on improving.
    (Check one only)
    ☐ Education
    ☐ Justice
    ☐ Child welfare
    ☐ Language and Culture
    ☐ Health
    ☐ Employment
    ☐ Youth Social Infrastructure (mechanisms that enable youth engagement and leadership)
    ☐ Social Security (social assistance, housing, financial assistance, etc.)
    ☐ Immigration and Settlement
    ☐ Social Services
    ☐ Other

18. What part of the system is your collaborative focusing on? Describe the key issues and/or challenges that your selected YOF youth face in accessing and interacting with this system. Why is the system (as it exists today) unable to fully meet the needs of your specific youth beneficiaries? (500 words max).

> Issues and challenges could be related to policy frameworks, ideologies, service design, integration of service delivery, etc. Are there any deeply-held ideas or assumptions that shape how services are organized? Tell us why you believe the system requires strengthening. What are the current gaps in the system? What are the risks of not addressing the issues/challenges identified? Where available, reference youth voices, research and data that speak to the issues you have described.

19. As you to look to the future, what is the aspired state your collaborative is working towards? How do you envision the system working as a result of your efforts? (350 words max)

> Given the issues and impacts on youth, describe the vision that your collaborative has for how the system could work to better serve your YOF youth.

20. Complete the following sentence about your project (50 words max).
    Our collaborative will (strengthen) a (name the system you are strengthening) for (selected YOF youth) in (geographic area). We will (describe the change you want to make to the system).

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DESCRIBING YOUR STRATEGY

21. Given what you know about the system and how it is experienced by selected YOF youth beneficiaries today, what will the collaborative do to strengthen the system? Summarize your overall strategy for making systems change.

> Ensure the strategy and approach responds to the issues you have identified. We recognize that collaboratives will enter this process in different stages of readiness. What steps do you envision taking to prepare for and to make systems change? Where available, reference groundwork documents that can include theories of change and action plans.

22. Identify project deliverables by completing the Groundwork Table. If your request is approved, these will be included as required deliverables in your Grant Contract. Updates/results of this work will be requested as a part of your annual reporting requirements.

    Groundwork Table [OPEN]

> We expect that collaboratives will be in different stages of readiness to implement strategies for systems change. Please ensure that the groundwork has been set. This includes having a collaborative that is reflective of communities served, includes youth in meaningful ways, and is equipped to lead systems change in ways that are culturally responsive and youth-centred.

23. Describe the concrete steps your collaborative will take to lay the groundwork for systems change OR if the groundwork has already been laid, describe the steps your collaborative took during this phase of the work (350 words max).

[IF YOU CHOSE IMPLEMENTATION ONLY]: Describe the concrete steps your collaborative will take to implement your strategy for systems change (350 words max).

24. Describe any factors or conditions that may hinder your efforts to make these system changes. How will your collaborative work to advance change given the factors and conditions described? (350 words max).

> We understand that systems change is hard work. We appreciate the challenges involved in shifting mindset, practice, and the allocation of resources at a collective level. Use this space to describe these challenges. Share your perspective on the limits of what may be possible to change, given the context in which you are working. This is also an opportunity to reflect on the collaborative's readiness to lead the groundwork for systems change.

25. Upload any Groundwork documents or any links to relevant documents/research on the system, its issues, and steps forward.

> You may upload as many as three (3) links to documents, pictures or diagrams that will provide greater explanation of your project. Please include a short description for each picture.

PROJECT LOCATION

26. Please select the census divisions to indicate more specific regions where your project activities will take place. Select at least one.

- ☐ Algoma
- ☐ Chatham-Kent
- ☐ Cochrane
- ☐ County of Brant
- ☐ County of Bruce
- ☐ County of Dufferin
- ☐ County of Elgin
- ☐ County of Frontenac
- ☐ County of Grey
- ☐ County of Haliburton

- ☐ County of Lanark
- ☐ County of Lennox & Addington
- ☐ County of Middlesex
- ☐ County of Northumberland
- ☐ County of Oxford
- ☐ County of Perth
- ☐ County of Renfrew
- ☐ County of Simcoe
- ☐ County of Wellington
- ☐ Essex County

- ☐ Kawartha Lakes
- ☐ Kenora
- ☐ Manitoulin
- ☐ Muskoka
- ☐ Nipissing
- ☐ Ottawa
- ☐ Parry Sound
- ☐ Peterborough
- ☐ Prince Edward County
- ☐ Rainy River

- ☐ Regional Municipality of Peel
- ☐ Regional Municipality of Waterloo
- ☐ Regional Municipality of York
- ☐ Sudbury
- ☐ Thunder Bay
- ☐ Timiskaming
- ☐ Toronto
- ☐ United Counties of Leeds & Grenville
- ☐ United Counties of Prescott & Russell
- ☐ United Counties of Stormont, Dundas, and Glengarry

- ☐ County of Hastings
- ☐ County of Huron
- ☐ County of Lambton

- ☐ Greater Sudbury
- ☐ Haldimand-Norfolk
- ☐ Hamilton

- ☐ Regional Municipality of Durham
- ☐ Regional Municipality of Halton
- ☐ Regional Municipality of Niagara

27. Please select the community size that is the primary focus of your grant (Select one).
- ☐ Rural or Small Communities (20,000 or less)
- ☐ Mid-size Communities (20,001 - 100,000)
- ☐ Urban Centres and Metropolitan Suburbs (100,001+)

TAB 4: PROJECT IMPACT

DESCRIBING THE OUTCOME AND BENEFICIARIES

28. Select the **YOF Priority Outcome** that most aligns with the expected benefit to YOF youth as a result of system improvements.
(Check one only.)

- ☐ Empowering girls and young women to lead, including women's economic empowerment initiatives.
- ☐ Supporting Indigenous, Black, and/or newcomer youth to enter the labour market and transition to sustainable career pathways
- ☐ Providing mentorship opportunities for youth in and leaving care and/or youth involved in the justice system
- ☐ Addressing racism and its impacts on youth in urban, rural, and/or Northern communities

- ☐ Supporting youth who are not connected to education programs, employment programs, and training programs (i.e. NEET) to exit poverty and social assistance
- ☐ Creating safe spaces for Indigenous and/or Black youth to build strong community and cultural connections

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YOF youth refers to those young people you selected to serve through your project.

Ask yourself: "If we are successful in strengthening the system, which outcome best describes the benefit our selected YOF youth beneficiaries will experience?" Review the YOF Granting Framework at if you're not sure.

Example: You chose the outcome that focuses on providing mentorship opportunities to youth leaving care. Your systems change work will focus on designing and launching a mentorship model that is culturally anchored and responsive to the interests and needs of Black youth transitioning from care. This model will be embedded in at least 10 organizations across the GTA. Your goal is also to build a GTA-wide network of Black mentors. In this case, you would check - Black youth.

Example: You chose the outcome that focuses on creating safe spaces for community and cultural connections. Your systems change work will focus on building a holistic and culturally relevant community-based support network for Indigenous youth from remote First Nations attending school in Thunder Bay.

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29. Identify the population(s) that are the primary beneficiaries of your systems change work using the list below (Select at least one)
  ☐ Primary population #1 as named in your selected outcome
  ☐ Primary population #2 as named in your selected outcome
  ☐ Primary population #3 as named in your selected outcome

30. You chose [primary population as named in your selected outcome] as the primary youth beneficiaries of your project. Check only those identities and experiences that tell us more about primary youth beneficiaries:
  ☐ Indigenous youth (i.e. First Nations, Métis or Inuit)
  ☐ Black youth
  ☐ Racialized youth
  ☐ Newcomer youth
  ☐ Francophone youth
  ☐ Lesbian, gay, bisexual, transgender, two-spirit, queer youth (LGBTTQ+)
  ☐ Youth living with disabilities or special needs between the ages of 12 to 29
  ☐ Youth living in rural or remote communities
  ☐ Youth in conflict or at risk of being in conflict with the law
  ☐ Youth in care or leaving care
  ☐ Youth in low-income situations or from low-income families
  ☐ Youth who are homeless or at risk of being homeless
  ☐ Youth at-risk of dropping out or have dropped out of school

> **Example:** In the previous questions, you chose the outcome that focuses on providing mentorship opportunities to youth leaving care. Your systems change work will focus on designing and launching a mentorship model that is culturally anchored and responsive to the interests and needs of Black youth transitioning from care. This model will be embedded in at least 10 organizations across the GTA. Your goal is also to build a GTA-wide network of Black mentors. In this case, you would check - Black youth.
>
> **Example:** In the previous questions, you chose the outcome that focuses on creating safe spaces for community and cultural connections. Your systems change work will focus on building a holistic and culturally relevant community-based support network for Indigenous youth from remote First Nations attending school in Thunder Bay. In this case, you would check First Nations youth, youth living in rural and remote communities.

[IF Indigenous is selected]
(Select at least one)
  ☐ First Nations
  ☐ Métis
  ☐ Inuit

31. What is the age range of youth who will benefit from systems improvements?
  (Select at least one)

☐ 12 to 14 years
☐ 15 to 19 years
☐ 20 to 25 years
☐ 12 to 29 years for youth living with special needs

DESCRIBING THE IMPACT

All YOF grantees are required to use YOF standard evaluation tools so we can share a much larger story of change across Ontario. We invite the collaborative to explore, and budget for, evaluation and learning that would benefit the project.

32. How is the YOF Priority Outcome advanced as a result of the systems change work you will lead? (350 words max).

> How will your systems change work drive the YOF Priority Outcome for your specific youth beneficiaries?

33. Describe your impact (250 words per change box).

> Use this table to describe those concrete and achievable changes your collaborative will make through this project. We recognize that collaboratives will be in different stages of readiness and we ask that you identify changes that reflect your entry point into this work.
>
> If there is groundwork to be done, describe the changes that you expect to see as a result of the more immediate groundwork and future implementation work. If the groundwork is done, describe the changes you expect to make through the implementation phase of the work. Consider expected changes to partner organizations, the collaborative itself, young people, and the system as a whole.

34. As part of the System Innovations Stream, YOF requires all grantees to host one knowledge sharing event. If your project is approved for funding, check to confirm that you agree to host one knowledge sharing event during the grant term (Check one only).

☐ YES
☐ NO

> Share what your collaborative is learning around what it takes to make systems change and share your challenges and successes. Consider including other YOF grantees and key stakeholders in the audience of this event. If your project is approved, this activity can be discussed in more detail. Be sure to include costs for this event in your budget.

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TAB 5: PROCESS

PROJECT PLAN

35. Please click the button below to complete the Project Plan.

> Your Project Plan should demonstrate the steps you will take to achieve all the project deliverables you selected in the Groundwork Table. In cases where the middle-years of your project depend on the outcomes or findings from early stage work, describe the processes you will follow in place of a detailed listing of activities. For example, if an early stage activity is the completion of a needs assessment, while you will not know what the specific needs are today, use the Project Plan to describe the process you will use to respond to the findings from the needs assessment. If on the other hand, most of the groundwork has been laid for systems change, use the Project Plan to share in greater detail the activities and steps you will follow to strengthen the system.
> Use the plan to also:
> - Describe the role of partners, including young people, in completing key activities
> - Demonstrate a logical sequence and staging of activities

BUDGET

36. Open **Budget Instructions**

37. Open **Budget Worksheet**

> Use this worksheet to list all expenses related to this project. This is the amount of money you are requesting from YOF. Please do NOT include requests from other funders in this amount. The Budget Worksheet should be consistent with the activities/resources listed in the Project Plan.
>
> Please avoid any quotation marks ("…") in the Budget fields (including Notes) as the system will not save your work if these are detected.

38. How much funding are you requesting from OTF? $___

DECLARATIONS

39. I confirm:

- ☐ I have read the Budget Instructions.
- ☐ I have completed the Budget Worksheet.
- ☐ I understand that two (2) written quotes are required for goods and/or services individually valued above $10,000. OTF may request them these quotes at any time. during the assessment or if approved for a grant.

☐ I understand that project activities that take place outside of Ontario are not eligible. I confirm that we have not requested funds to support any project activities that will take place outside of Ontario.

☐ I understand the importance of avoiding any conflicts of interest (or the appearance thereof) when obtaining quotes for goods and/or services.

When you are requesting OTF funds for goods and/or services individually valued above $10,000, OTF asks your organization to show that it sought the best value for money. The amount requested must be reasonable and supported by competitive bids. OTF requires two or more written quotes for purchases of individual goods and/or services individually valued above $10,000.

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GRANT APPLICATION ASSESSMENT SCORECARD

OTF staff will use this standard scorecard to assess your Grant Application. This scorecard is a tool to guide you as you write your Grant Application.

Assessment Area 1: COLLABORATIVE ELIGIBILITY	
The collaborative has selected one organization to be the lead.	
The collaborative has a formal agreement with collaborative partners in place.	
The collaborative lead is based in Ontario.	
All project activities are based in Ontario.	YES NO
The collaborative reflects the communities and populations served	
The collaborative is focused on improving systems for YOF priority populations through system change and not program/service delivery.	
Assessment Area 2: PEOPLE	
The right people are in place to lay the groundwork for systems change and/or to make systems change that leads to the YOF Priority Outcome for YOF youth.	
☐ The size and composition of the collaborative are appropriate given the stage of work, the selected system, issues identified, chosen YOF youth, and proposed approach to system change. ☐ YOF youth affected by the system have a clear and meaningful role in the project. ☐ The collaborative has the capacity and legitimacy to effectively steward the process and achieve the project deliverables.	35%
Assessment Area 3: STRATEGY + IMPACT	
The strategy is appropriate for laying the groundwork for systems change and/or making systems change that leads to the YOF Priority Outcome for YOF youth.	
Setting the Context ☐ The collaborative understands the system, its issues, and impacts on YOF youth.	15%

☐ There is clear alignment between the system issues identified, selected YOF youth, and selected YOF Priority Outcome. ☐ The collaborative understands the context, opportunities, and barriers to making system change.	
Strategizing for System Change ☐ The collaborative has demonstrated that the groundwork has been set already or will be set through this project. ☐ The collaborative has clearly described the steps they will take to lay the groundwork and/or make systems change. ☐ The proposed steps are designed to meet the needs and interests of selected YOF youth. ☐ The collaborative has made a coherent case for systems change work given the long-term impact at individual, organizational, collaborative, and system levels.	15%
Assessment Area 4: PROCESS	
The processes to be employed are appropriate for laying the groundwork and/or leading system change	
☐ The collaborative has clearly defined project deliverables. ☐ The collaborative has described a feasible approach to achieve project deliverables. ☐ The description of activities, project plan, and budget are aligned.	35%