



Fondation
Trillium
de l'Ontario

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Healthy Vibrant Ontario

Ontario Trillium Foundation

2024 – 2027 Business Plan

2024–2025 to 2026–2027

Board Approved: December 19, 2023



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

Ontario

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Executive Summary

Our communities, where we live, work and play can offer so many ways to connect, engage, learn and be strengthened. Thousands of community organizations across Ontario work to bring programs and services to help people feel connected to each other, to our natural spaces, our culture and heritage and to access essential social supports that help all ages and stages of life.

Building healthy, vibrant communities has been the Ontario Trillium Foundation's mission for more than 40 years. By supporting the non-profit sector across Ontario, the Foundation can invest in local organizations that are delivering the essential programs and services that enable Ontarians to thrive.

While Ontario has emerged out of the pandemic, there are long-standing impacts on the non-profit sector. This spurred OTF to revisit and refresh its strategy so the foundation could invest in the non-profit sector to continue to build its resilience so community organizations can offer relevant and essential programs that help to build a bright future for all.

The 2024-2027 Business Plan charts our work for the coming three years. The plan reflects how our grant programs will make the relevant investments in communities through the refreshed Grant Investment Framework and aligns with key government priorities as outlined in the Letter of Direction from the Minister of Tourism, Culture and Sport. We will continue to work closely with our government partners, MTCS and the Ministry of Children, Community and Social Services, OTF's key funders of this essential work.

In 2024-2025 OTF will:

- Launch the refreshed Grant Investment Framework: The refreshed framework provides a simpler more focused approach for applicants to understand the impact OTF wants to make in communities.
- Reintroduce Seed and Grow grant streams and continue to offer the Capital grant stream.
- Support organizations in their application journey with strong customer service, outreach, and application resources.
- Grow the Partnership Investment programs to grow opportunities for Ontario's nonprofits so they have the supports and resources they need to deliver effective programs.
- Offer grants through the Youth Opportunities Fund: YOF provides grants to grassroots, collaboratives, and community groups with an emphasis on programs led by Indigenous and Black communities.
- Update the measurement approach: OTF continues to have an effective measurement practice to understand the impact of its grants.
- Ensure effective operations that enable grants to be delivered to community organizations efficiently.
- Monitor OTF's portfolio of current grants.
- Continue to implement efficient operational processes that include:
 - Supporting the OTF staff and volunteers,
 - Rigorous budget management that delivers value for money,
 - Robust IT and cybersecurity practices that provides for effective working environment while keeping data and information safe.

This is an important and exciting time for the Foundation as it furthers its work to invest in community organizations. Working with government partners and supporting a vital non-profit sector, OTF can continue to make a meaningful difference for Ontarians.

1. Mandate

Mission

The mission of the Ontario Trillium Foundation (OTF) is to build healthy and vibrant communities throughout Ontario by investing in community-based initiatives and strengthening the impact of Ontario's non-profit sector.

OTF is an agency of the Ontario government, and as a grantor, enables the government to invest public funds directly into local communities and make lives better for all Ontarians by delivering positive economic and social impact.

OTF's governance documents shape the key funding principles for the agency, specifically: to help organizations through time-limited, results-oriented grants; focus investments in four primary sectors: human and social services, arts and culture, sport and recreation and the environment; and direct grants to local community organizations that deliver direct programs and services to community members, and help finance initiatives that increase the capacity and self-reliance of the non-profit sector. OTF's funding programs align with the government's priorities – as outlined in the Minister of Tourism, Culture and Sport's Letter of Direction – to ensure funds are invested effectively and efficiently so they may deliver value for money of public funds.

Values and Operating Principles

OTF's values and operating principles guide the Foundation and help shape its culture. Volunteers and staff reflect these values and principles in the activities and relationships that further the organizations' work. OTF's values are to:

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

Building Healthy and Vibrant Communities

OTF delivers a range of unique grant programs with a broad reach and scope:

Each year, OTF invests more than \$100 million in grants on behalf of the Ministry of Tourism, Culture and Sport (MTCS), and the Ministry of Children, Community and Social Services (MCCSS) to enable non-profit organizations and grassroots groups to provide essential programs, services and supports that help Ontarians to thrive. Local projects aim to enhance economic well-being, foster more active lifestyles, support child and youth development, provide spaces for people to come together and connect, and create a more sustainable environment.

- Since 1982, OTF has provided grant opportunities for charities, not-for profits, Indigenous communities, and small municipalities to deliver essential programs and services for their communities.
- Since 2013, OTF has administered the Youth Opportunities Fund on behalf of the MCCSS. The program provides grants to grassroots groups, community-based organizations, and collaboratives focused on improving the wellbeing of children, youth, and families facing systemic barriers.

- OTF aims to build the capacity of the non-profit sector, inspire innovation and build resiliency through multi-sector partnerships. Engaging funders, intermediaries and organizations in this work strengthens our ability to build a healthier and more equitable non-profit sector in Ontario.
- OTF monitors a significant portfolio of active grants to provide support to grantees throughout the life of their grant and ensure accountability for the outcomes of projects.

OTF's Unique Value

- **Maximize every dollar:** OTF ensures operational efficiency and effectiveness to maximize the amount of funding invested in communities and demonstrate value for money to taxpayers.
- **Community focus:** OTF has a deep connection to Ontario communities. Grants are invested locally with community organizations to support their delivery of local programs and services; more than 300 volunteers participate in the application assessment and recommendation process and who provide local community perspective; OTF's Board of Directors are situated across Ontario, and OTF's talented and dedicated staff are located in more than 50 communities across the province.
- **Strong governance, oversight and accountability framework:** A fully engaged Board of Directors, who are appointed via Orders in Council, governs the affairs of the Foundation. They provide strategic direction and oversight of OTF operations. OTF's Board governance framework provides the direction for financial oversight and systems which are designed to maximize accountability. Granting infrastructure (policies, processes, systems and technology and expertise) enables an efficient, transparent and accountable process that enables the board to accept the grant recommendations put forward by Grant Review Teams in each catchment.
- **Government Engagement:** OTF provides an opportunity for local engagement of Members of Provincial Parliament with grantees and their local projects. Grantees acknowledge the role of the Provincial government and offer opportunities for MPPs to experience the impact of OTF grants in their communities.
- **New Grant opportunities:** OTF continues to be open to opportunities to deliver relevant and essential funding programs to the sector that are aligned with both the mission and priorities of the government.
 - OTF can identify relevant current government grant programs that could be administered by OTF to leverage OTF's strong infrastructure and with maximum efficiency.
 - OTF has administered a number of programs, with the MTCS's Community Building Fund, and MCM's Economic Recovery and Resilience Fund as the most recent examples.
 - OTF has also been successful in leveraging federal funding through its Partnership Investments program, including \$750,000 received in 2022-23 to administer in Ontario Economic and Social Development Canada's (ESDC) Investment Readiness Fund, through our Catalyst social finance partnership.
 - OTF ensures effective measurement and evaluation of its grant programs.

Mission:

OTF's mission is to build healthy and vibrant communities throughout Ontario by investing in community-based initiatives and strengthening the impact of Ontario's non-profit sector.



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Values and Operating Principles:

Integrity & Fairness

Outstanding Customer Service

Change that Matters

Excellence

Knowledge and Learning

Transparency and Accountability

Equity & Inclusion

Strategic goals:

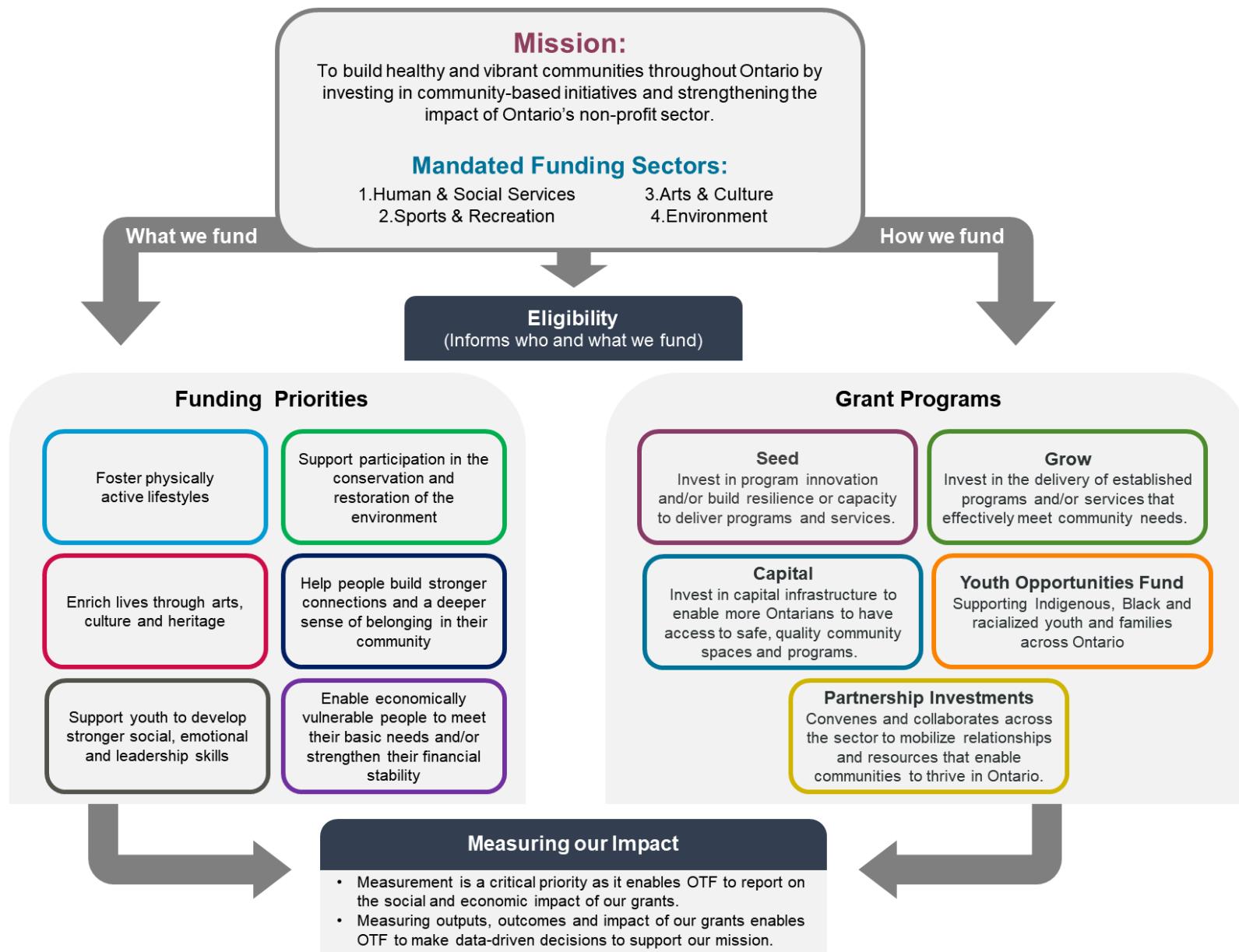
OTF will continue to improve the health and well-being of people in Ontario by building on its strengths:

Delivering grants that improve the lives of Ontarians

Supporting Ontario's non-profit sector to innovate and deliver greater impact

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

Grant Investment Framework



2. Strategic Direction

OTF's strategic direction is informed by three critical business components and shape the annual business plan: a) its strategic goals and objectives, b) the Grant Investment Framework and c) government priorities that are outlined in the Minister's Letter of Direction.

In 2023-2024, OTF completed its 2024-2029 strategic plan with the goal of enabling the Foundation to better respond to the changing needs of the non-profit sector. As the province moved out of the pandemic OTF identified that this was an ideal time to evolve its strategy and ensure the agency could continue to be an effective funder as it continues to meet its mission. The strategic plan was completed in 2023 and will be rolled out in 2024-2025. The goals and objectives from the new plan are outlined below as well as OTF's updated Grant Investment Framework that was informed by the strategic plan.

OTF's Strategic Goals and Objectives

OTF delivers on its mission through three goals and five objectives. They provide roadmap for the annual business plan and how the Foundation works to meet its mission and implement the business plan.

Goal 1: Deliver grants that improve the lives of Ontarians.	Goal 2: Support Ontario's non-profit sector to innovate and deliver greater impact.	Goal 3: Be a high-value partner in the delivery of public funds.
Objectives <ul style="list-style-type: none">a) Invest granting budget into Ontario communities in line with the Grant Investment Framework.b) Grantees deliver community benefits that align with OTF funding priorities.	Objective: <ul style="list-style-type: none">a) Collaborate with community partners to strengthen the resilience and sustainability of the nonprofit sector.	Objectives: <ul style="list-style-type: none">a) Demonstrate effective and accountable stewardship of public funds.b) Explore new granting opportunities with government to deliver on shared priorities.

Grant Investment Framework: How We Invest in Communities

The Grant Investment Framework provides the direction on how OTF will invest in Ontario's communities. Emerging from the last few years and the challenges faced by the non-profit sector, OTF's new investment framework will help to simplify the application process and provide more focus, and better address the sector's needs.

The refreshed framework will help applicants to better understand the change that OTF is investing in, reinforce who is eligible for grants and offer relevant grant programs that help organizations to meet the needs of their communities.

Who we fund	What we fund	How we fund
OTF's eligibility criteria and requirements identify the types of organizations that are eligible to receive grants.	Funding priorities identify the outcomes that OTF invests in. OTF's grant programs have unique priorities that fit the purpose of Seed, Grow and Capital grants, Youth Opportunities Fund and Partnership Investments programs.	OTF's grant programs award funding to grantee organizations and partnerships.

Who We Fund: Eligible Applicants

OTF's governing documents set out the primary eligibility principles for OTF grants.

Core eligibility requirements where applicants need to:

- deliver programs and services in one of the four sectors we fund (sports and recreation, arts and culture, environment, human and social services).
- have a primary purpose, presence, and reputation for delivering community-based programs and services with direct community benefit in one of OTFs 16 catchments in Ontario.

OTF supports many types of organizations and communities to help them deliver community-based programs and services and specifically not-for-profits and charities, Indigenous communities and small municipalities.

What We Fund: Funding Priorities

The funding priorities identify the change that OTF wants to make in communities and support the delivery of OTF's mission. OTF will grant to organizations that will deliver on initiatives that fit these core areas. Applicants are able to identify which outcome best fits the project they are seeking funding for.

Funding Priorities

These six priority areas provide the context for how OTF builds healthy and vibrant communities. They explain the outcomes that OTF seeks in its investments and guide the focus of its grant programs, Seed, Grow, Capital and Partnership Investments and centres other grant programs that OTF administers such as the Youth Opportunities Fund.

- Foster physically active lifestyles: Being active helps people learn new skills, build social connections and benefits people's physical and emotional health.
- Help build stronger connections and a deeper sense of belonging in their community: Communities work best and can accomplish more when the people who live in them can meet and engage with one another. By closing the social, economic and physical distances between people and their communities, we can improve people's overall sense of belonging.
- Enrich lives through arts, culture and heritage: Arts, culture, and heritage help define our communities and help us connect with people and places. When we have the means and

- opportunities to experience or express ourselves artistically and creatively, we can better understand each other, our history, and common hopes for the future.
- Enable economically vulnerable people to meet their basic needs and/or strengthen their financial stability: People's economic security improves when the risks of poverty are reduced, and their economic opportunities are enhanced. When needs are met for the most financially vulnerable, they are in a better position to succeed leading to more employment choices and being less at risk of falling into poverty.
- Support youth to develop stronger social, emotional and leadership skills: The right set of skills, experiences, and relationships enable children and youth to develop into successful, community-engaged adults. The appropriate support and systems to help them throughout their early lives to adulthood, including family, educational opportunities.
- Support participation in the conservation and restoration of the environment: Maintaining Ontario's rich and diverse natural environment is essential to our economic prosperity. A healthy environment depends on people participating in conservation and restoration efforts to ensure we build sustainable spaces and programs that protect and restore our ecosystems.

How We Fund – Grant Programs

OTF offers different granting programs, to meet the varying needs of organizations and community groups.

- Seed grants
 - Seed grants Invest in program innovation and/or build resilience or capacity to deliver programs and services.
 - ✓ Build resilience and/or capacity by transforming strategy to deliver programs/services.
 - ✓ Future-proof programs and services through digital preparedness.
 - ✓ Pilot an innovative program/service to address a community need.
 - ✓ Upskill staff or volunteers to better deliver programs/services.
- Grow grants
 - Grow grants invest in the delivery of established programs and/or services that effectively meet community needs.
 - ✓ Expand an existing program.
 - ✓ Improve an existing program.
 - ✓ Adapt an existing program.
- Capital grants
 - Capital grants invest in capital infrastructure to enable more Ontarians to have access to safe, quality community spaces and programs.
 - ✓ Increase the use of a facility or space by expanding functionality, square footage, participation rates and/or usable hours.
 - ✓ Extend the life of a facility or space through repairs, retrofits or renovations.
 - ✓ Improve a facility or space to make it accessible to all people.
 - ✓ Enhance program/service delivery through the purchase of fixed and non-fixed equipment including technology.
- Youth Opportunities Fund
 - The Youth Opportunities Fund is administered on behalf of the Ministry of Children, Community and Social Services. The fund provides grants and capacity building supports focused on improving the wellbeing of children, youth, and families facing

systemic barriers with a focus on Indigenous and Black youth and families. The YOF's priority outcomes reflect the changes YOF is investing in.

- YOF focuses on outreach, community engagement, investments and capacity building supports for grantees that support the delivery of their projects. YOF awards grants through three granting streams:
 - ✓ Youth Innovations: To invest in youth-led grassroots groups and youth-adult partnerships to explore different approaches, and new ideas or expand the reach or impact of proven projects supporting young people ages 12-25.
 - ✓ Family Innovations: To invest in parent-, guardian- or caregiver-led grassroots groups to explore different approaches and new idea or expand the reach of proven community projects supporting parents, guardians and caregivers (PGC).
 - ✓ System Innovations: To invest in collaboratives that are strengthening the quality and responsiveness of systems, so they work better for youth facing systemic barriers.

- Partnership Investments

- The Partnership Investments program collaborates and coinvests with others to build a healthier and more equitable NP sector in Ontario. These investments ensure that Ontario's nonprofits have the supports and resources they need to deliver effective programs to meet the changing needs on communities and advance outcomes for Ontarians.
- The program partners with other funders, intermediaries and organizations across the public, private and non-profit sectors.
- The program works to strengthen the sector in four priority areas and in ways that no one partner can do alone:
 1. Inclusive and Resilient Sector: The resilience and adaptive capacity of the sector is steadily nurtured,
 2. New Sources of Capital: The sector benefits from a strong community finance ecosystem and able to access capital.
 3. Social Research and Development (R&D): Supporting Social R&D practice, to help the sector to reimagine solutions to pressing issues and improved systems for lasting impact.
 4. Data and Learning in which the sector benefits from a healthy ecosystem for data, learning and action.

Granting Principles

OTF delivers its grant programs based on the following tenets:

- fair and transparent granting processes,
- involve local volunteers (Grant Review Teams) in assessing and recommending high impact grants,
- deliver through a well-defined, “digital first” grant application and review process,
- Accountability and value for money through strong governance and robust grant operations and procedures, and
- collect data and evidence where available to support and inform decision making.

Measuring Outcomes

Measurement remains critical to OTF’s reporting and storytelling. OTF’s goal is to strike a balance between what is measured in order to report effectively on the results of its granting investments while encouraging grantees to measure what is most meaningful to them in assessing the results of their OTF grants.

OTF will aggregate data on the inputs, outputs, and project deliverables and activities to illustrate the impact OTF funding is having across communities.

- This approach will allow OTF to measure its impact and continue to tell compelling stories.
- Measurement is a critical priority as it enables OTF to measure the social, cultural and economic impact of grants.
- Measuring outputs, outcomes and impact of our grants enables OTF to make data-driven decisions that support the mission.

Local Decision Making: Grant Review Teams

Local community volunteers are integral to OTF grant-making. Up to 336 local volunteers serve on 16 Grant Review Teams and 18 volunteers on YOF’s Grant Review Committee. They assess applications and make grant recommendations in their communities, based in their geographical catchment areas, to the OTF Board of Directors for approval.

Volunteers bring local knowledge to OTF’s assessment and decision-making process. Each catchment’s Grant Review Team relies on volunteers to ensure strong, eligible projects are recommended that have a high likelihood of delivering the expected impact in their community.

Delivering on the Government’s Priorities

OTF’s strategy incorporates the Minister’s Letter of Direction and OTF acts in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers through:

- Competitiveness, Sustainability and Expenditure Management: OTF delivers on this through its three-year budget; aligning with government directives including Realty and procurement and builds revenue opportunities that benefit the sector through the Partnership Investments program.
- Transparency and Accountability: OTF meets all reporting directives and adheres to financial and accounting control practices. OTF effectively supports board processes through training, identifying relevant and appropriate skills so the board can ensure effective governance and accountability.
- Risk Management: OTF has implemented an enterprise risk management framework to ensure effective governance and accountability.

- Workforce/Labour Management: OTF has supported the implementation of key directives such as the Community Jobs Initiative by maintaining a staff complement in more than 50 communities across Ontario.
- Diversity and Inclusion: OTF's Diversity, Equity and Inclusion framework has been in place since 2017. OTF has also implemented inclusive hiring practices; is updating its five-year accessibility plan; executing its anti-black racism action plan and continues to provide relevant training and learning opportunities to support diversity and inclusion in the workplace and in operational processes and practices.
- Data Collection, Sharing and Use: OTF's KPI scorecard identifies the key performance measures linked to the annual business plan; OTF has updated its approach to tracking outcomes in line with the new grant investment framework.
- Digital Delivery and Customer Service: OTF's granting processes are fully digital; customer service options are delivered digitally and virtually through phone, email, website, and virtual real-time engagement. OTF measures the customer service experience through numerous channels to help monitor and continually improve the customer experience.

3. Overview of Current and Future Programs and Activities

The below outlines the programs and activities that OTF will undertake in 2024-2025. These programs and activities deliver on and are aligned with OTF's strategic plan and Grant Investment Framework. The programs are set on a one-year horizon and are assessed each year to enable OTF to adapt to the needs of the non-profit sector and reflect operational requirements that support to deliver the plan each year.

Granting Programs

OTF will:

- Offer grant deadlines:
 - For the Capital, Seed and Grow grant streams.
 - For Youth Opportunities Fund three streams: Youth Innovations, Family Innovations and System Innovations.
- Expand the Partnerships Investment program.
- Monitor its portfolio of active grants.
- Refresh the grant measurement approach.

Capital grants: One deadline will be offered in March 2024.

- Grants: From a minimum of \$10,000 to \$200,000.
- Term: Grant terms are up to 12 months

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

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

Seed grants: One deadline will be offered in June 2024.

- Grants: From a minimum of \$10,000 to \$100,000.
- Term: Grant terms are up to 12 months

Seed grants are an opportunity for organizations to start projects at the idea or conceptual stage, support initiatives that help to build organizational resiliency for today and the future and enable capacity building that positions organizations to better serve their communities.

This will be the first time Seed grants will be offered since 2020.

Grow grants: One deadline will be offered in November 2024.

- Grants: From a minimum of \$50,000 to \$200,000 per year.
- Term: Grant terms are 2 or 3 years

Grow grants help organizations to take established programs and services and expand and improve or adapt so they can drive greater impact in their community. Grow grants are recognized for providing multi-year funding and at a higher funding ceiling.

This will be the first time Grow grants will be offered since 2019.

Partnership Investments

With partners, OTF will focus its efforts on ensuring the nonprofit sector has the resources and supports to build lasting community impact.

Growing the Partnership Investment Program

1. Launch a refreshed partnership investment framework and invest cash and in-kind resources into partnership projects, convenings and knowledge mobilization to advance the program's priority areas. Priorities for the next three years include:
 - Inclusive and Resilient Sector: In April 2024, OTF will introduce this new priority area with the goals to grow the resilience and adaptive capacity of the sector to navigate uncertainty and change.
 - New Sources of Capital: Continue to mobilize capital for the sector in new and better ways. With partners, OTF will explore how granting and social finance can be used strategically to stabilize and grow revenues for nonprofits in Ontario.
 - Social Research and Development (R&D): Increase the potential of Social R&D to support the sector to reimagine relationships and solutions to pressing issues facing communities.
 - Data and Learning: Grow data infrastructure and supports to ensure that the sector and communities benefit from more effective use of data and evidence, including more ethical, equitable and culturally specific approaches to data collection, analysis and use.
2. OTF will strategically grow the Partnership Investments program over the next three years (2024-2027) to:
 - Incrementally increase annual investments in the PI Program by 1% per year for three years
 - By leveraging its resources to attract cash and in-kind contributions from its network of funders in the public, private and philanthropic sectors, the Partnership Investments program expects an increase of flow of capital to Ontario's non-profit sector.

Youth Opportunities Fund:

In 2024-2025, YOF will support applications for its 12th cohort.

YOF, as outlined in the Transfer Payment Agreement with MCCSS, will continue to fund through its three granting streams: Youth Innovations, Family Innovations and System Innovations. OTF will offer one grant deadline for Systems Innovation; For the Youth Innovation and Family Innovation streams, an Expression of Interest (EOI) deadline will be offered followed by an application deadline for applicants selected from the pool of EOI applicants. The program will continue to put emphasis on programs led by Indigenous and Black communities across all grant streams. For the System Innovations and Youth Innovations grant streams, YOF is adding a new priority population: "Girls and young women".

For all grant streams, YOF will have a clearer focus on investing in projects that positively impact youth, parents, guardians or caregivers with the following lived experiences or identities:

- being in conflict or at risk of being in conflict with the law,
- being in care or leaving care,
- being at-risk of dropping out or having dropped out,
- living with disabilities and/or special needs between the ages of 12 to 29,
- Two-spirit, lesbian, gay, bisexual, transgender, queer and/or questioning, intersex, asexual (2SLGBTQIA+) youth.

Grassroots Groups and Organizational Mentors: OTF maintains an Organizational Mentor process through which organizations who are eligible for OTF grants enable Grassroots groups to deliver projects needed in their communities.

Capacity Building: Through dedicated capacity building supports, YOF will continue to provide the resources to support groups in the successful delivery of their grants. Capacity supports help contribute to the development of youth and family leaders engaged in Ontario's non-profit sector throughout all aspects of the program.

Monitoring active grants and partnerships:

OTF continues to monitor more than 1,900 active grants – OTF undertakes monitoring of open grants to ensure accountability of delivery of grants, ongoing review of risks and ensure grantees deliver on expected results.

OTF is monitoring grants across the Resilient Communities Fund, Capital, Seed and Grow streams, the Youth Opportunities Fund and Community Building Fund, as well as support and participate in the work of more than 20 partnerships that are helping to build the capacity of sector organizations.

Measurement and data collection:

The Foundation's Grant Investment Framework has been designed to enable flexibility and help simplify the process for grantees to measure and report on their progress in achieving expected results. The measurement strategy will also enable grantees to demonstrate the outcomes that are most relevant for their organization and project and report on common metrics required by OTF of short, medium, and longer-term impact across granting streams. OTF will continue to project the scope of its impact based on applications received, investments made, and data provided in grantee final reports.

Operations

Digital optimization through user-centred design

OTF will continue to focus on digital optimization with the following activities:

- Update and upgrade the website functionality to continue to improve applicant resources while helping to improve applicant understanding of requirements and processes.
- Continuous digital enhancements to OTF's on-line granting platform to increase the user experience for applicants, grantees, and OTF staff, while optimizing to increase performance, efficiency, and agility.
- Provide support to grantees to collect data and report on outcomes related to their program.
- Digital optimization to support grant review teams in the assessment of applications.
- Continuous improvement to OTF's business intelligence infrastructure to provide timely reporting and data to support evidence-based decisions.

Continuous improvement of customer service experience

OTF will maintain a consistent and quality standard to deliver customer service:

- Continue to offer multiple customer service channels from support centre to group coaching and information sessions to one-on-one coaching.
- Deliver outreach and coaching supports using digital and virtual platforms. These platforms enable OTF to undertake outreach in a more equitable way while continuing to reduce costs and reach more applicants seeking supports.
- Support to declined applicants to help them improve future applications, including one-on-one coaching with OTF staff.

- Support current grantees as they work to successfully deliver on the expectations of their grant projects through robust onboarding and monitoring.

Grantmaker of Choice

OTF will continue to be an effective administrator for relevant new granting and partnership opportunities with government ministries and agencies to support shared priorities.

Incremental funding from the Ontario government into OTF's current grant streams can ensure additional funding is invested with maximum value to the sector. OTF's granting infrastructure, processes and procedures and a low operating cost ratio enables it to be an effective and high value partner for government investments.

4. Resources needed to meet goals and objectives

Budget: To meet the objectives in the plan, it assumes a total funding commitment for 2024-2025 of \$120.8 million from the Government of Ontario with \$103.5 million from MTCS (OTF Community Investment streams) and \$17.3 million from MCCSS for the Youth Opportunities Fund.

OTF maintains a low operating cost ratio below 15% and an effective staff complement. Historically OTF's demand for grants is on average \$4-\$5 requested for every \$1 funded.

Staffing: 130 engaged and well-trained staff (full time permanent positions) will be in place and critical for the Foundation to implement effective and efficient granting processes, provide a high level of support and customer service to the non-profit sector and ensuring transparency and accountability for how public funds are invested in 2024-2025.

Local Volunteers: Volunteers bring essential local knowledge to grant assessment and are integral to the Foundation's unique community-based grantmaking process. Up to 336 volunteers invest their time to make Community Investment grant recommendations and up to 18 for the Youth Opportunities Fund.

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

Digital Capacity: OTF's digital capacity has grown across a number of key requirements which include digital security, customer service and applicant support and operations. OTF has been able to evolve its applicant support and outreach resources to a fully digital and virtual model; support staff to effectively work remotely while enhancing cybersecurity that ensures the protection of OTF's digital assets.

5. Risk Management

OTF's Enterprise Risk Management (ERM) Framework identifies and assesses OTF's key risks and supports the Foundation in managing those risks. The program receives leadership support and commitment and is integrated into all organizational activities. By having a systematic approach to identifying, assessing, and managing risk, OTF continually improves the agency's governance, increases accountability, and enhances overall performance.

OTF's Enterprise Risk Management (ERM) is consistent with the provincial ERM Directive and based on a globally accepted framework. It consists of the following:



OTF employs sound enterprise risk management principles, including identifying, measuring, monitoring, and controlling risk; transparent decision making; effective communication; and prioritization of risk. In line with the ERM Directive, OTF Risk Register categorizes risks as Delivery/Operational, Financial, Governance/ Accountability, Public Perception/ Stakeholder, and Policy.

OTF management reports quarterly on the status of the risks to the Board through the Finance & Audit Committee and the Board and then submits to the Ministry.

The Risk Profile for 2024-2027

Goal	Objectives	Metric*	2024-25 Annual Target	Key Risk	Number of Associated Risks	Types of Risks
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant allocation into communities**	100%	Decrease in funding would reduce impact in communities when demand is really high. Grant Investment Framework is not aligned to the needs of the sector resulting in poorly aligned and/or ineligible applications.	10	Strategy Operations Continuity
	Demonstrate the impact of investments in communities	% of grantees delivering projected results	85%	Grantees fail to achieve intended impact	6	Strategy Operations Continuity
Goal 2: Support innovation in the non-profit sector to deliver greater impact	Collaborate with community partners to strengthen the resilience and sustainability of the nonprofit sector	\$ leveraged through partnership investments	>\$1.00	OTF or its partners fail to achieve intended impact	2	Strategy Operations Continuity
Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets	≤ 100%	Reduction in funding allocation, and/or new government directives, coupled with inflation/market trends increase the cost of and ability to deliver on OTF mandate. OTF does not meet the Board approved operating budget	6	Strategy Operations Continuity
	Explore new granting opportunities with government partners on shared priorities	Exploratory	n/a	Future potential granting programs do not align with OTF's mandate and Grant Investment Framework, do not leverage OTF's operating model, and/or do not provide enough resources to adequately implement the program		Strategy Operations Continuity

OTF Risk Register for 2024-2027

	LOW (1-6)	MEDIUM (7-10)	MEDIUM-HIGH (11-19)		HIGH (20+)
Likelihood	5				
	4		<p>Inability to provide compensation adjustments to keep pace with inflation can result in high risk of lower employee engagement and turnover, affecting OTF's ability to achieve business objectives.</p>	<p>Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.</p> <p>GRT vacancies may impact operations. While steps have been taken to reduce vacancy rate, vacancy rates may mean that one or more GRTs might not be able to carry out their business, jeopardizing OTF's ability to grant in an effective and accountable manner.</p>	
	3		<p>OTF's grantees fail to achieve the expected outcomes. Due to grants not equitably accessible or distributed to eligible groups throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be tarnished.</p> <p>Due to lack of viable successors for key senior positions, timely delivery on BP Commitments may be hindered.</p> <p>In the event OTF volunteers and/or staff engage in partisan and/or political activity in breach of PSOA provisions, OTF reputation as an arms-length and unpartisan agency might be tarnished.</p>		
	2			<p>Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.</p>	<p>In the event of reduced budget allocation for OTF, communities' ability to recover and have a positive impact on the Ontarians would diminish. This will also negatively impact OTF operations.</p> <p>Due to Black Swan events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.</p> <p>In the event MCCSS changes the way it flows granting funds to OTF, the Foundation might be put in a position to commit funds not received, thereby significantly increasing OTF liability.</p>
	1				
	1	2	3	4	5
	Impact				

OTF's complete Risk Register for 2024-2027 can be found on page 41.

6. Environmental Scan

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

Stakeholder Assessment

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

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

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

Ontario's Non-profit Sector

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

It's estimated that Ontario's non-profit sector:

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

A fundamental challenge for strategic planning as a non-profit funder is the lack of high quality, comprehensive data on the sector to accurately understand the landscape (such as is done for other industries by Stats Canada). OTF relies on independent surveys and reports like ONN's State of the Sector survey, along with OTF data, and other sources to piece together the issues and experiences of the sector. This results in incomplete, point in time data and presents a high probability that some parts of the sector are not well represented in the data, and therefore, missing from our understanding of needs and opportunities for the sector.

OTF data collected from applicants and grantees, alongside survey research by the Ontario Nonprofit Network (ONN), l'Assemblée francophone de l'Ontario (AFO) and the Rural Ontario Institute (ROI) have identified ongoing factors impacting non-profit organizations:

Non-profit organizations have been challenged by¹:

- Higher operating costs
- Higher demand for services
- Lower staff retention and higher burnout
- Decreasing volunteer numbers especially among young people
- Decreasing revenue from donations and fundraising events
- Inadequate digital infrastructure and skills to support continued virtual programming

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

Non-profits are experiencing higher operating costs with lower revenue:

- 90% of non-profits report higher operating costs (up from 64% in 2021 survey and 83% in 2022). Higher costs are being driven largely by inflation and increased costs across all facets of operations (staff payroll, rent, materials, services etc.) and further strained by lower revenue for about 1 in 3 non-profit organizations. For about 50% of the sector, revenues have increased compared with last year, as operations in the communities returned to normal.

Significant Human Resource challenges are being experienced:

- 65% of non-profits report challenges with staff retention and recruitment, skills shortages, and burnout. For 68% of organizations, this is having an impact on their community's ability to access their programs and services, due to programs being scaled back and/or high subscription to waitlists.

Most non-profits reported increased demand for their services from the communities they serve:

- Nearly three-quarters of non-profits have experienced increased demand for services, a continued trend from 2022. Three quarters of these organizations say they are unable to meet this increase in demand.

Non-profit financial forecasts improved yet remain alarming:

- Overall, 43% of non-profits reported they were not financially sustainable beyond 12 months (an increase from 35% in 2022). Forty percent report financial stability is a significant issue for their organization.

Granting Sectors

The transition to a post-pandemic 'new normal' has presented some common issues across all sectors. The following is a summary of the state of the non-profit subsectors funded by OTF:

Sport and Recreation

The return of community-based sports and recreation is important for individual physical and mental health, as well as community engagement, connection, and activity. This type of community programming is highly place dependent, resulting in issues related to rent/lease costs. As these organizations tend to rely more on earned income and fundraising and run lean operations, many of them have been forced to pass on these higher costs to participants. Due to the higher cost of living across Canada, disposable income for many families, and especially lower income families and individuals, is diminished, creating a barrier to participation.

The organizations in this sector are typically smaller, non-profit, volunteer run, and for many a persistent challenge in the recovery of operations is reengaging volunteers and recruiting a new generation of volunteers. In communities of all sizes across Ontario, especially rural places with few amenities, recreational spaces and opportunities are more than just places to participate in sports and recreation; they are central to the community fabric for community members of all kinds, providing opportunities for social connection and relationship building, a sense of belonging to one's community, and sense of purpose and identity.

Arts, Culture and Heritage

Organizations in the Arts, Culture and Heritage sector bring vibrancy, life, and meaningful connection to Ontario's communities through experiences that celebrate community expression and pride. This sector was significantly impacted during the pandemic, as organizations and artists making up the sector struggled to maintain their connections to community. The severe, negative impacts are still being felt

with larger, established organizations closing due to the slow rebuild of their presence in communities and lagging return of patrons. This has sent ripple effects through the rest of the already precarious Arts and Culture sector, as financial instability, and high turnover in leadership hamper recovery to pre-pandemic states.

The high cost of living and especially the high cost of rents presents a challenge for both the organizations that are highly space-dependent and the creators who often earn low wages, presenting recruitment and retention challenges. The role that these organizations play in helping community members of all stripes celebrate, express, and connect is an essential one that knits together and celebrates our differences. Now more than ever, communities need the vibrancy that comes from connecting with one another and their community spirit.

Community and Social Services

Basic human, health, and social services are essential for helping many Ontarians meet their basic needs. The demand for these services has continued to stay elevated, as Ontarians across the province struggle with a high cost of living that is pushing many to rely on non-profits and charities. A recent poll shared findings that 24% percent of Canadians (up from 22% in 2022) say they expect to need support from charitable services to meet essential needs such as food, shelter, or health services.²

Affordable housing is an omnipresent issue and putting pressure on household budgets, resulting in secondary effects for many Ontarians. More than just supporting basic needs, these organizations are also extremely important for helping connect community members not only to important services, but also to one another, providing opportunities for social connections, as well as other important aspects of quality of life in Ontario. These organizations tend to be larger and more professionalized, and while their revenues have largely rebounded, their expenditures are also higher, impacted by inflation, staff vacancies, and staff burnout. Further, many receive government funding yet struggling to keep up with demand and higher expenditures, for both material and human resources, while government transfers remain untethered to these new operational realities. Given the role these organizations play in communities as central, multiservice hubs for both community members and small community organizations, they are a critical part of life in communities.

Environment

As environmental issues become ever more present in public discourse, the environmental sector delivers important programs from community farming initiatives to stewardship of natural spaces and community conservancy efforts, helping Ontarians connect with their environment and support sustainability. The programming that these organizations offer not only supports environmental stewardship and sustainability but also opportunity for community volunteers to get involved in a meaningful way.

While their missions may vary from hyper-local conservation to global climate initiatives, volunteers play a critical role in the work these organizations do. As such, many organizations are struggling to regain the volunteer engagement of the past. Further, they are more likely to report financial stability and long-term planning as a challenge, largely attributing this to a lack of access to unrestricted funding, including government and corporate sources of revenue. Despite this, the outlook from this sector is optimistic.

² CanadaHelps/Ipsos

https://docs.google.com/document/d/19Wvg_gFnuXQhv6Z7lVKbAG_B8GCZj4PqqMQPhjs74ww/edit

Children and Youth Services

Community connection, socialization, and access to enrichment opportunities is critical to the development of a young person's sense of self and immersion into the world around them as they develop greater independence. Young people across Ontario and Canada are continuing to suffer negative impacts of the pandemic and the fallout of 2 years of social, educational, and developmental disruption.

Among all age groups, youth were most negatively impacted for quality of life, mental health, and economic wellbeing and are most likely to bear the long-term burden of the pandemic. Engaging youth in volunteer initiatives and leadership opportunities is important to repairing some of what was lost for this group, especially those from minority or marginalized communities. Supporting youth and young people to rebuild their educational standing and prepare for the future, as well as socioemotional skills to help them navigate their social environment including things like social media use and mental health issues. Organizations serving this sector will be critical to the recovery of young people and society as a whole.

Key implications for the non-profit sector:

- People across Ontario are faced with economic and social challenges, from high cost of living, inflation, and worries about future lending rate increases or a recession, compounded by lower mental health and social anxiety about world events. There is a high demand to help connect people to services, each other, and their communities.
- The financial experience of organizations diverges along lines of organization size. As organizations of all sizes compete for limited resources, those that are more established and professionalized with large annual budgets and a full complement of paid staff are in a better position to access financial supports, as indicated by differences in revenue generation and other funding.
- Operational and financial challenges continue to affect the non-profit sector. Larger organizations are more likely to have regenerated their revenues, and they are also experiencing higher demand, increasing expenditures, and staffing challenges.
- Many organizations across all sectors are calling for funders to provide unrestricted or operating funding, to let them plan and prepare for the future as needed without the additional administrative approval of the funding provider.
- Staffing skills shortages, high vacancies and turnover, and burnout, continue to be a challenge, especially for large organizations. Volunteer retention/recruitment, especially of a younger generation, further strains organizations' ability to adequately meet their community's needs.
- Organizations providing everyday enrichment such as arts, sports, and outdoor green spaces, are experiencing higher rates of closures amid significant operational restrictions and untenable financial situations. Throughout the course of the pandemic, the ability of these organizations to remain viable was pushed to the limit, resulting in higher permanent closures in these sectors compared to others.
- The sector is increasing its interest in and demand for the development of social enterprise and other innovative solutions, as organizations seek out diversified ways to achieve sustainability.
- Demographic trends such as an aging population, youth out-migration from northern and rural communities, population declines in some rural areas and rapid growth in Ontario's Indigenous communities are placing additional pressure on non-profits and need for OTF's funding.
- Disproportionate wellbeing on economic, social, and health indicators for demographic groups across Ontario will influence the importance of the organizations that serve these communities and the need for their service provision.

Fiscal Environment and Economic Outlook

The non-profit sector in Ontario delivers vital services to families and helps sustain economically vibrant communities. Community programs supporting the province's health, culture, social services, housing, environmental conservation, and economic development activities are vital to building healthy and vibrant communities.

There continues to be a high percentage of Ontarians relying on community services to meet their basic needs – inflation continues to put pressure on households, impacting the cost of food and household goods, and housing. On the other side of the equation non-profits continue to face labour shortages – including volunteers. This puts strain on organizations to provide services and programs, to meet community demand.

Revenue generation for the non-profit sector is more important than ever, particularly for the sectors supported by MTCS and that contribute so much to life in Ontario from community spirit and connection to jobs and economic prosperity.

Key Implications for OTF

- Demand for OTF funding across streams remains very high and can be expected to remain high as organizations compete for limited resources, with donations and charitable giving continues a downward trend.

Legislative, Regulatory and Policy Environment

- Social finance continues to gain attention at the federal and provincial levels, including the establishment of the federal government's Social Finance Fund that plans to give charitable, non-profit and Social Purpose Organizations access to new financing to implement their innovative ideas, and connect them with non-government investors seeking to support projects that will drive positive social change.
- The Government of Ontario's Data Strategy Consultation may impact the non-profit sector's use and collection of data, as well as its access to it for the public's benefit.

Key implications for OTF:

- Continue to support the sustainability, and capacity building of the sector through investments into non-profit organizations.
- Continue to support non-profit infrastructure through the creation of new spaces or repairing and renovating existing community spaces to meet community need and ensure accessibility to programs and services across the province.
- Continue leadership in supporting the Ontario Open Government Initiative and the Open Data Directive.
- Continue efforts to adopt more streamlined and efficient funding practices.
- Make it a priority to engage in partnerships to:
 - enhance the sector's access and use of data and evidence and by investing in new resources, tools, frameworks, networks and supports that make evaluation and measurement both easier and more useful.
 - support the capacity of the sector to access and use community-led research and development practices, models, and platforms.
- Continue to explore social finance options and opportunities for participating in social finance initiatives where appropriate, in cooperation with other government and sector stakeholders active in this field.

- Monitor changing community needs through its access to local knowledge from volunteers and in partnership with community groups such as, ONN, AFO, Ontario 211, StatCan the Rural Ontario Institute and the Northern Policy Institute, in addition to OTF's own data collection.

7. Human Resources

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

Human Resources Priorities

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

- Support a high-performance team and be an employer of choice.
- Allocate the human resources required to meet OTF's granting and program obligations.
- Continue to monitor the organizational structure and roles to ensure they are aligned to support the Foundation's Implementation Plan and Business Plan.
- Monitor compensation trends to ensure employees are rewarded appropriately and to follow government directives.
- Continue to implement diversity, equity and inclusion practices and specifically work towards building a safe, anti-racist, inclusive environment. OTF will continue the initiatives outlined in its Anti-Black Racism Action Plan that was launched in April 2021.
- Continue to provide support for employees' mental health and wellness through EAP and a range of other OTF programs and initiatives.
- Ensure employee health and safety in the workplace following public health guidelines.

Summary of Staff Numbers

For 2024-2025 the staffing complement for the Foundation's operations, including the Youth Opportunities Fund, consists of 130 full-time permanent equivalents, all non-unionized.

Compensation Strategy

OTF's compensation needs to be competitive to attract and retain talented staff, while at the same time comply with Government direction on fiscal responsibility. OTF aligns its compensation and benefits to the Broader Public Sector in Ontario.

Based on the market review completed in 2023, OTF's current compensation structure is lagging the median of the market. In 2024-25 OTF will explore ways to bring the compensation in line with its peer group. At this time, OTF is in full compliance with the August 13, 2018, directive on a salary freeze for executives, and continues to be under that moderation period.

Learning and Professional Development Strategy

OTF launched its Learning and Professional Development Strategy in 2020 with a vision of creating a culture where employees feel inspired and empowered to develop the skills and knowledge they need to achieve high performance for growth now and into the future. Learning plans are also extended to OTF volunteers to help build relevant skills and knowledge related to their roles. This includes supporting OTF's board as they continue to ensure effective governance and accountability.

In 2024-2025, OTF will continue to allocate resources to support development in variety of digitally focused, peer-based and cost-effective learning programs that will continue to equip staff with the skills

and knowledge to deliver on OTF's priorities, including:

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

Now in its third year, we will continue to leverage proven approaches to learning including:

- Providing access to LinkedIn Learning to all staff members as a cost-effective approach to online learning. This is inline with the OPS approach to using LinkedIn Learning as the online learning platform of choice. In 2024, LinkedIn Learning will introduce Indigenous themed content and professional certifications which will bring further cost savings opportunities to OTF.
- Continuing OTF's learning journey to build inclusion as a public funder, in keeping with the priorities of the Ontario government. We will continue to engage in cost-effective, on-going learning including:
 - Anti-Black Racism training to support the Ontario government's Anti-Black Racism Strategy, and
 - Indigenous Cultural Competency training to support ministry and Ontario government commitments to on-going education on Ontario's Indigenous communities.
 - Training on the Accessibility for Ontarians with Disabilities Act (AODA) that is in line with OTF's updated five-year Accessibility Plan.

Realty

OTF maintains its low-cost way of working that focuses on being in local communities across Ontario. OTF's employees are located in more than 50 communities across the province (from Windsor to Cornwall, Sudbury to Dryden, Hamilton to Sault Ste. Marie). With employees living and working in many corners of Ontario, it enables OTF to deepen its understanding of the unique character of communities across the province.

By putting in place an innovative approach to the way the team works OTF reduced its real estate footprint for the Toronto office by 97%. The annual savings from real estate costs are invested into the granting budget.

Volunteer Management Priorities

Supporting Volunteer Recruitment

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

Training an Effective and Engaged Body of Committed Volunteers - Key to Local Decision Making

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

OTF will continue to implement a Learning Agenda for volunteers that strengthens their ability to perform their duties and promotes OTF as a positive volunteer opportunity. Specific training will increase

volunteers' knowledge for making effective decisions by mitigating bias while also expanding their understanding of issues affecting equity-seeking groups to ensure fair and unbiased granting.

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

8. Performance Measures and Targets

Measuring the Outcomes of Grants

The Foundation's Grant Investment Framework has been designed to predict and demonstrate the outcomes of investments in the short, medium, and longer term. Currently the Foundation can project the scope of its impact based on applications received and investments made.

Outcomes-based Grant Investment Framework and measurement framework:

Seed, Grow, Capital

OTF's Grant Investment Framework provides a roadmap of the desired community benefits, while leaving the grantees to determine the best way to deliver those benefits as they align themselves with one of OTF's 6 Funding Priorities. The framework allows grantees to determine what the measure of success is against the Funding Priority, and how best to measure that success. In addition, grantees track and support common metrics across granting streams to provide a comprehensive picture of the impact of OTF's investments.

Seed Grants: Grantees report on their projects, share the impact of their funding on their organizations or community, provide relevant learning and/or program outputs and accountability for project budgets and expenditures.

Grow Grants: Grantees report on their projects, share the impact of their funding on their organizations or community, provide relevant program outputs and accountability for project budgets and expenditures. As well, grantees will provide the results of the measurement plan that they determine best describes the outcomes of their project, aligned to the OTF Funding Priority that they are funded under.

Capital Grants: Grantees report on their projects, share the impact of their funding on their organizations or community, provide relevant space and/or program outputs and accountability for project budgets and expenditures.

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

Investment through the return of the Capital, Seed, and Grow funding streams: OTF's investments will aid in non-profit organizations' short, medium, and longer-term ability to effectively meet their community's needs. OTF will measure and report on how grant funds helped grantees to have an impact in their communities.

Capital grants provide organizations with funding to ensure access is available to high quality community spaces that meet an important need in the community to benefit community members.

Seed grants provide organizations with funding to innovate and transform organizational capacity to better meet the needs of their communities and ensure community members have access to great programs and services.

Grow grants provide organizations with funding to scale or improve established programs that are well accepted to have community impact, deepening the impact or expanding the reach of high-quality community programs and services for community members. Each stream is expected to have unique impact in communities, while working to support complimentary needs of the sector, ensuring local non-profits can deliver impact for communities.

These streams will measure a blend of common output metrics that are relevant to the projects funded, providing a comprehensive overview of OTF's investment impact. These include:

- Number of people impacted and % demographic breakdown,
- Number of square feet or square kilometers impacted,
- Number of programs and program hours impacted,
- Number of volunteers and volunteer hours generated,
- Number of Full Time Equivalents (FTEs) generated,
- Dollars spent in Ontario,
- Dollars leveraged through additional grants, donations, earned income, or in-kind support for the project.

Additionally, grantees will report on the impact the grant has made for their organization or community to enable OTF to share broader stories of community impact. Grow grants will also measure grantee-defined indicators of success aligned to the Funding Priority they have been funded under and use methodologies they choose that best fit their project. They will provide the results of their measurement in addition to stories of community impact. This approach is intended to be flexible and prioritize grantee interests and experience.

Youth Opportunities Fund

The YOF supports their grantees to measure the impact of their projects aligned to the YOF outcomes grantees select. They are supported by the evaluation coaches at the Students' Commission of Canada, using a diverse range of approaches including both qualitative and quantitative options that are culturally appropriate for the communities these grassroots groups work with.

Partnership Investments

The Partnership Investments program uses a primary performance indicator of dollars leverages through their multilateral partnership efforts to make lasting change across their four strategic pillars, in addition to a balanced scorecard approach to understanding the strengths and limitations across the portfolio of partnerships. As a part of the strategic expansion of this program, a new measurement framework is being developed to measure common outputs and outcomes to better reflect the impact of these investments.

Measuring OTF's Performance - Key Performance Indicators (2024-2027)

OTF measures and tracks its overall performance through Key Performance Indicators and reports quarterly to the Ministry on progress against these indicators. This outlines OTF's performance targets for the next three years.

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

Goal	Objectives	Metric*	2024-25 Annual Target
Goal 1: Deliver grants that improve the lives of Ontarians	Invest the granting budget into Ontario communities in line with the Investment Strategy	Invest 100% of the annual grant allocation into communities**	100%
	Demonstrate the impact of investments in communities	% of grantees meeting their anticipated grant expectations	85%
Goal 2: Support innovation in the non-profit sector to deliver greater impact	Collaborate with community partners to strengthen the resilience and sustainability of the nonprofit sector	\$ leveraged through partnership investments	>\$1.00
Goal 3: Be a high-value partner in the delivery of public funds	Demonstrate effective and accountable stewardship of public funds	Operating expenses do not exceed Board-approved targets	≤ 100%
	Explore new granting opportunities with government partners on shared priorities	Exploratory	n/a

9. Financial Budget and Staffing

In '000's	2022-2023	2023-2024	2023-2024	2024-2025	2025-2026	2026-2027
	ACTUAL	BUDGET	PROJECTED	FORECAST	FORECAST	FORECAST
PROVINCE OF ONTARIO						
MTCS - Community Investments	103,557	103,557	103,557	103,557	103,557	103,557
MTCS - Community Building Fund	0	0	0	0	0	0
MTCS - Summer Experience Program	0	0	0	8	8	8
MCCSS - Youth Opportunities Fund	15,247	17,326	17,326	16,826	16,826	16,826
1> TOTAL PROVINCIAL FUNDING	118,804	120,883	120,883	120,391	120,391	120,391
OTHER GOVERNMENT FUNDING						
Employment and Social Development						
Canada - Investment Readiness Program	658	92	92	0	0	0
2> TOTAL OTHER GOV'T FUNDING	658	92	92	0	0	0
SELF GENERATED REVENUES						
Investment Income	3,588	2,900	2,900	1,500	1,500	1,500
Other: Change in Deferred Contributions	3,802	3,107	3,469			
Rescinded or Recovered Grants	5,789	3,500	3,500	3,500	3,500	3,500
3> TOTAL SELF GENERATED REVENUES	13,179	9,507	9,869	5,000	5,000	5,000
4> TOTAL REVENUE: 1+2+3	132,641	130,482	130,844	125,391	125,391	125,391
EXPENDITURES						
Salaries & Benefits:						
MTCS - CI, PI and General Operations	12,081	13,099	13,229	13,644	13,791	13,973
MTCS - Community Building Fund	1,242	265	265	0	0	0
MCCSS - YOF	1,769	1,931	1,905	2,068	2,094	2,122
TOTAL SALARIES AND BENEFITS	15,092	15,295	15,399	15,712	15,885	16,095
Grants:						
MTCS - Community Investments	95,619	96,099	96,099	91,200	89,800	88,500
MTCS - Community Building Fund*	1,070	91	91	0	0	0
MTCS - Partnerships Grants	2,466	1,589	1,853	2,600	3,700	4,700
MCCSS - YOF	14,530	13,613	13,613	13,113	13,113	13,113
ESDC - IRP	618	86	86	0	0.00	0.00
Program Delivery / Grantmaking expenses (CI, YOF, ESDC)	1,700	2,283	2,283	1,732	1,817	1,876
Program Delivery / Grantmaking expenses - Community Building Fund	505	0	0	0	0	0
Support Services	921	1,290	1,290	924	966	997
5> TOTAL EXPENDITURES	132,521	130,346	130,714	125,281	125,281	125,281
Net Income Surplus/(Deficit): 4-5	120	136	130	110	110	110
Amortization of capital assets	120	136	130	110	110	110
Net Income Surplus/(Deficit) After Amortization	0	0	0	0	0	0
Net assets (deficit), beginning of year	2,572	2,572	2,572	2,572	2,572	2,572
Net assets (deficit), end of year**	2,572	2,572	2,572	2,572	2,572	2,572

* Fiscal 2022-23 Strategic Initiative grants

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

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

OTF reserves are made up of Unrestricted Net Assets and the portion of Deferred Contributions that is unallocated. OTF does not maintain a capital reserve.

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

10. Information Management

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

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

1. Ongoing review and updates to OTF's Cybersecurity Strategy to improve OTF's cybersecurity posture and manage proper controls and strategies to mitigate risks, and ongoing adaptations to the online environment that includes monitoring the workforce and threat landscape.
2. Continue a cloud-first strategy that enables remote work with no loss in productivity or disruption of services and ensures critical business systems are highly available.
3. Implement continuous enhancements to various internal and external-facing business systems to provide modern service delivery.
4. Continue to provide technology and digital transformation expertise to the Foundation to help support government priorities and business plans.
5. Explore new online service delivery models to meet or exceed customer service standards.
6. Explore the use of advanced Machine Learning and Robotic Process Automation that can complement or streamline existing business processes.
7. Increase technical literacy for staff and volunteers to use the digital systems that are in place by deploying self-help tools and learning aids.
8. Implement strategies to enhance data governance and information protection.
9. Continue to strengthen OTF's ability to make evidence-based decisions.
10. Collect and learn from race-based data to ensure equitable access to OTF funding for the most under-served communities.
11. Support the Business Intelligence strategy to enable integrated reporting of operational and investment results, and advanced data analytics.
12. Continue to be a sector lead on the Open Data/Open Government Initiatives.

Cybersecurity: With recommendations and learnings from a security and vulnerability assessment conducted in 2023-2024, OTF will review and update the Cybersecurity Strategy, and implement new controls and mitigation strategies to adapt to the evolving threat landscape. In addition to this work, the Incident Response Plan and Playbooks along with annual tabletop exercises will help reduce the likelihood and impact of a cybersecurity incident and provide assurances to the confidentiality, availability and integrity of OTF data and systems. The next cyber security and vulnerability assessment is scheduled for 2024-2025.

Cloud-based solutions: Risks have been minimized on the infrastructure side, due to the migration of the granting system and other business systems to the cloud. Whenever possible and where it makes good business sense, cloud solutions have been selected for new systems. To date, OTF has successfully migrated all IT systems to the cloud or host providers and decommissioned its on-premises datacenter in July 2022. In 2024-2025, OTF will examine its complement of cloud providers and host providers to identify opportunities to consolidate and reduce infrastructure management efforts.

Granting System: OTF's online application and grants management system provides a 100% digital experience for applicants and grantees. Continuous Quality Improvement updates are implemented with end user focus in mind and upholds OTF's digital first strategy. The online application portal also increases efficiency for OTF staff as it supports the entire lifecycle of the user experience from

application, assessment to application results and feedback through to monitoring. Work will be completed so that best practices are employed, and new platform features are leveraged to provide an enhanced user experience and maintain system reliability and data integrity.

Business Intelligence Framework: With a solid Measurement, Evaluation and Business Intelligence (BI) plan now in place and under way, OTF will focus on continuing to implement the Foundation's Business Intelligence Framework. OTF's BI framework provides assurances that quality data is accessible and timely and supports the continued use of BI in OTF's work – from applications, to grant reporting and evaluation – and uses the data to better understand granting processes, effectiveness and impact of community grants and improve the Foundation's decision making. OTF has enhanced the backend BI infrastructure to build on this framework and to support the continued use of Business Intelligence in OTF's work.

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

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

11. Initiatives Involving Third-Party Partnerships

Community Investment and Youth Opportunities Fund Grantees

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

OTF's program staff support grantees throughout the lifecycle of the grant:

- Grantee onboarding
- Staff engage with grantees mid-way through each year of the grant and review annual and final reports with
- Final payments are only made upon satisfaction of the final report.
- Risk mitigation: If required during the active stage of a grant staff may put in actions such as delaying payments or putting grants on hold.
- Grant audits: 10% of grants are randomly audited on an annual basis and special audits where appropriate/significant concerns are raised may be initiated.

OTF complies with the government's Transfer Payment Accountability Directive (TPAD). TPAD considerations are built into our granting processes:

- Accountability for funded activities: Grants have specific end dates, terms & expectations, deliverables and measures that are signed off on in their Grant Contracts. Signed contracts are in place and projects ready to start before funds are provided.
- Efficient: digital delivery from info sharing opportunities to application submission to application assessments, to contracts and payments and reporting
- Proportional oversight: length and size of lower risk grants (up to one year, up to \$100K or \$200K) are less than higher risk grants (2 or 3 year, up to \$600K), as are reporting requirements. All applicants are assessed on their capacity (financial, governance), history, and eligibility.

The Integrity Commissioner reviewed OTF's granting processes which are streamlined, based in fairness, impartiality, transparency and accountability.

Partnership Investments

OTF partners with Funders and other stakeholders in the public, private and philanthropic sectors to support, strengthen and build the capacity of non-profit organizations across OTF's four partnership investment priorities.

The activities undertaken within these partnerships include research, convening, information sharing and technical assistance that complement other granting investments and support the development of new approaches, tools and mechanisms organizations need to succeed.

OTF expects to work with more than 80 organizations across 20+ partnerships in 2024-2025 to meet the programs four strategic priorities. Through these partnerships, incremental financial resources are raised by partners to help further this work. These partnerships leverage \$2.00 for every \$1.00 invested by the Foundation.

OTF complies with TPAD. OTF's partnership agreements provide detailed roles and obligations for all partners, including project deliverables that are monitored throughout the life of the agreement. Each partnership includes a lead fiduciary partner who is the primary point of accountability with OTF for the progress of the partnership and the flow of funds based on achieving planned deliverables.

OTF monitors activities and payments for deliverables for the duration of each partnership.

Other Government Partners

OTF continues to administer the Employment and Social Development Canada's Investment Readiness Fund, through the Catalyst social finance partnership. OTF, through the Partnership Investment program, was successful in leveraging federal funding for Ontario and received \$750,000 in 2022-23.

Government partners would primarily fall under the Partnership Investments program and are managed and lead in the same way.

Other Third Parties

All contracts with grantees, partnership agreements (in the case of Partnership Investments) and third-party vendor contracts comply with the government's Transfer Payment Accountability Directive.

OTF also procures key services from third-party vendors to advance its strategic goals. OTF follows the Ontario government's procurement directive in identifying relevant vendors. Currently these include services to support granting, evaluation capacity building and measurement, evaluation and reporting, communications, IT, and HR.

Appendices

Appendix A: Implementation Plan

Appendix B: Communications Plan

Appendix C: Risk Register

Appendix A: Implementation Plan

OBJECTIVE			Implementation Timeline (2023-2025)												
			2023			2024						2025			
			Q4		Q1		Q2			Q3		Q4			
			Jan - Mar	Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma
Invest granting budget into Ontario communities in line with Grant Investment Framework:	Capital Grant	Outreach / Application Period													
		Application Deadline	Mar 6												
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
		Board meeting - Approve Capital grants						Jun 20							
	Seed grant	Outreach / Application Period													
		Application Deadline						Jun 26							
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
		Board meeting - Approve Seed grants								Sep 19					
	Grow Grant	Outreach / Application Period													
		Application Deadline										Nov 6			
		Application Assessment Period (OTF staff and Grant Review Teams) and GRT meetings													
		Board meeting - Approve Grow grants													
Demonstrate impact of our investments:	Youth Opportunities Fund	Application period / Application Deadline - SI	Mar 6												Mar 5
		Board Meeting - Approve SI grants					Jun 20								
		Application period / EOI Deadline - YI and FI Expression of Interest		Apr 17											Jan 22
		Application Deadline - YI/FI						Jul 10							
		Application Assessment (OTF staff and Grant Review Committee) and GRC meetings (YI and FI applications)													
		Board meeting - Approve YI/FI grants								Sep 19					
	Grant Monitoring	Ongoing monitoring of active grants to ensure accountability, manage risk and effective outcomes of grants.													
		Grant streams monitored: Resilient Communities Fund; Capital, YOF, Grow and Community Building Fund.													

OBJECTIVE			2024										2025		
			Q1			Q2			Q3			Q4			
			Ap	Ma	Ju	Jul	Au	Se	Oc	No	De	Ja	Fe	Ma	
With community partners, advance the sector's capacity in research and development, accessing social finance and making better use of data and evidence:															
• Leverage partnerships that enable collaboration and innovation among organizations to build a stronger non-profit sector.		Partnership Investments													
• Build the capacity of the sector across four priority areas.															

Demonstrate effective and accountable stewardship of public funds.															
			Reporting to MTCS / MCCSS	Q1		AR*	Q2		Q3	BP*		Q4			
			OTF AGM												
			Board meetings												
Explore new granting opportunities with government partners to deliver on shared priorities:															
• Leverage effective governance and granting practices to take on additional granting opportunities.															

*Annual Report

*Business Plan

Appendix B: Communication Plan

Priorities

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

Audience	Objectives
Applicants and Grantees	Accessible information and resources to support applicant access to OTF grants
Ontario Government	Align to Ontario Government's priorities
Private, Public and Non-profit Sectors	Thought leadership and knowledge mobilization to strengthen the non-profit sector
Staff and Volunteers	Effective internal communications and information sharing

OTF Strategic Goal: Deliver Grants that Improve the Lives of Ontarians

Strategy	Actions	Timing
Grant Communications	<ul style="list-style-type: none"> • Ensure accurate, timely and clear communications and promotions of OTF grant opportunities. • Improve customer experience online by a) increasing access to resources and support b) simplifying relevant content for applicants. • Leverage owned assets and enhance content strategy to: <ul style="list-style-type: none"> ○ Bring visibility and raise awareness of the government's investments in communities. ○ Enhance visibility of our grantees, to reflect impact of investing in programs in local communities across Ontario. ○ Advance thought leadership. • Ongoing audience acquisition through increased use of analytics and targeted communications. 	2024–2027
Continue outreach and engagement with underserved communities	<ul style="list-style-type: none"> • Support targeted outreach to underserved communities • Utilize efficient spend in digital channels to communicate relevant information. 	2024–2027

OTF Strategic Goal: Support Ontario's Non-Profit Sector to Innovate and Deliver Greater Impact

Strategy	Actions	Timing
Inform and Engage Funders and Intermediaries	<ul style="list-style-type: none"> Develop relevant resources and tools that help to amplify the work of OTF's partnerships with the public, private and non-profit sectors. 	2024-2027

OTF Strategic Goal: Be a high-value partner in the delivery of public funds

Strategy	Actions	Timing
Government Engagement	<p>Ensure MPPs and government have relevant information about OTF grants/deadlines to share with their communities / constituents.</p> <p>Leverage opportunities across government Ministries:</p> <ul style="list-style-type: none"> Outreach and opportunities to engage key government contacts and MPPs to keep them informed and updated on OTF activities. 	2024–2027
Support grantee's recognition requirements	<ul style="list-style-type: none"> Engage MPPs in grant recognition. Ensure grantees undertake recognition activities to acknowledge Government funding. 	2024–2027
Communication Protocols	Ensure fulfillment of communication protocols as outlined in OTF's Memorandum of Understanding with MTCS.	2024-2027
Ensure consistent communications across all channels	<ul style="list-style-type: none"> Develop and share key resources to ensure consistent and accurate messaging about OTF. 	2024–2027
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. 	2024–2027
Leverage data and metrics collection	Ongoing collection and analysis of communications metrics and data (media stories, web, social media etc.) to inform communication planning.	2024–2027

Appendix C: OTF Risk Register

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

OTF Risk Register 2024-2025

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
#	State the objective that your risk analysis is intending to support.	Clearly outline the root cause, risk, and potential impact.	Select the appropriate risk category.	What controls currently exist to minimize or reduce the risk?	Risk Likelihood (1-5): Considering existing controls, what is the estimated likelihood of the risk occurring?	Risk Impact (1-5): What is the estimated impact that an occurrence of the risk will have towards the objective given the control activities currently in place?	Use risk rating formula (likelihood x impact) and/or your best judgment based on the information available. Consider: Are there other factors that could affect the assessment? (i.e. timing)	What mitigation plans are you going to implement to minimize or reduce the risk?
1	Invest the granting budget into Ontario communities in line with the Investment Strategy	Due to external factors that might disrupt granting, OTF might fail to meet its granting obligations under its Business Plan and SLAs.	Governance/ Accountability-Controllership/ Compliance. Perception/ Stakeholder – Reputation Delivery/ Operational – Business Continuity Work life balance and staff wellbeing	<ul style="list-style-type: none"> Staff monitor progress to timeframes and re-calibrate operations plan, shift work, manage risks associated with applicants etc. to be able to deliver granting as smoothly as possible. Senior Leadership Team reviews quarterly status updates on the implementation of the operational plan. For granting programs administered for other Ministries, staff monitor progress to timeframes set in TPAs and report quarterly to the funder. 	Unlikely (2)	High (4)	Medium (8)	Continue to review and assess effectiveness of the existing controls and mitigation strategies. Risk discussed regularly at F&A Committee and Board meetings here.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
2	Demonstrate the impact of investments in communities	OTF's grantees fail to achieve expected outcomes	Governance/ Accountability- Controllership/ Compliance. Policy – Outcomes Public Perceptions/ Stakeholder – Reputation	<ul style="list-style-type: none"> • OTF follows an outcomes-based grant model, in which applicants are required to align their initiatives with clear outcomes and grant results they aim to achieve. • The following controls are in place: <ul style="list-style-type: none"> - Organization eligibility and financial health assessed for each application - Grant contract always executed - Grantee onboarding tools - Mandatory orientation webinar for new grantees - OTF's Monitoring Standards and Guidelines for staff & ongoing training - Grantee reporting requirements - OTF's Rescind and Recovery Policy - OTF's quality assurance processes - Policy of continuous quality improvements • Early identification of potential issues through daily media monitoring. <ul style="list-style-type: none"> - For projects that need to adapt their approach, a plan is required before changes are approved to ensure scope and impact remain consistent with terms and conditions of the grant. Grants that are unable to proceed at this time have been placed on hold and no payments will be released until staff have confirmed that the project is ready to resume. 	L: Possibly (3)	I: High (3)	Medium (9)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
3	Invest the granting budget into Ontario communities in line with the Investment Strategy. Demonstrate the impact of investments in communities	Due to grants not equitably accessible or distributed to eligible groups throughout Ontario, OTF's credibility and reputation as an equitable and accessible grantor will be tarnished	Public Perceptions/ Stakeholder - Reputation. Governance/ Accountability- Controllership/ Compliance.	<ul style="list-style-type: none"> OTF's comprehensive website ensures knowledge of its granting programs is widespread, in both official languages. OTF leverages use of social media channels to raise awareness of and promote grant opportunities. New website is AODA compliant, ensuring accessibility to people with disabilities. Staff track grants made to population groups and types of organizations and carry out targeted outreach using a menu of tools that includes in-person meetings, phone coaching, and digital tools. Board approved OTF has a Diversity, Equity and Inclusion Framework for staff, volunteers and communities. OTF set up an Anti-Black Racism Task Group to provide recommendations on how the Foundation can continue to listen, learn and act in ways that address racism internally and ways to increase granting to black communities. These recommendations served as a basis for OTF's Anti-Black Racism Action Plan which is aligned with OPS Anti-Racism Directorate action plan and is rooted in the best practices in the philanthropic sector. 	L: Possibly (3)	I: Moderate (3)	Medium Risk (9)	This risk is generally well mitigated; OTF places a high priority on equitable access to its funding and monitors this area and adjusts its activities and strategies on an ongoing basis as required.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
4	Invest the granting budget into Ontario communities in line with the Investment Strategy	GRT vacancies may impact operations. While steps have been taken to reduce vacancy rate, vacancy rates may mean that one or more GRTs might not be able to carry out their business, jeopardizing OTF's ability to grant in an effective and accountable manner.	Delivery/ Operational – Human Resources, Business Continuity	<ul style="list-style-type: none"> Monthly calls with MO Appointments Team to review and support GRT appointments. OTF Corporate Governance & Policy Committee and Board reviews quarterly the status of appointments. Business continuity processes are in place should volunteer numbers drop below requirements. Since 2018 OTF activated an approach to enlist-volunteers to complement Government appointed GRT members. 	Possibly (4)	High (4)	Medium High (16)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
5	Invest the granting budget into Ontario communities in line with the Investment Strategy Demonstrate effective and accountable stewardship of public funds	In an event of reduced budget allocation for OTF, communities' ability to recover and have a positive impact on the Ontarians would diminish. This will also negatively impact OTF operations.	Governance/ Accountability- Controllership/ Compliance. Delivery/ Operational – Human Resources, Business Continuity	<ul style="list-style-type: none"> OTF consistently demonstrates its value for money. This risk cannot be totally mitigated by OTF. OTF policy requires a minimum of 6 months fixed operating costs to be held in reserves. Quarterly financial statements reviewed by Finance & Audit Committee and the Board. 	Likely (3)	Very High (5)	Medium-High Risk (15)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
6	Invest the granting budget into Ontario communities in line with the Investment Strategy Demonstrate effective and accountable stewardship of public funds	In the event MCCSS changes the way it flows granting funds to OTF, the Foundation might be put in a position to commit funds not received, thereby significantly increasing OTF liability.	Governance/ Accountability- Controllership/ Compliance. Delivery/ Operational – Human Resources, Business Continuity	MCCSS is reviewing its flow of funds to OTF which may have implications on how the Cash Management Directive may be applied. <ul style="list-style-type: none">• Both OTF and MTCS are working on explaining that OTF complies with all government directives and Public Sector Accounting Standards in disbursement of granting funds.• To enforce a new process, MCSS will have to initiate amendments to SLA that the Board would need to endorse. The current SLA will stay in force until both parties agree.	Unlikely (2)	Very High (5)	Medium (10)	Continue to monitor and work with MCCSS to minimize the financial risk to the Foundation
7	Invest the granting budget into Ontario communities in line with the Investment Strategy Demonstrate effective and accountable stewardship of public funds	Inability to provide compensation adjustments to keep pace with inflation can result in high risk of lower employee engagement and turnover, affecting OTF's ability to achieve business objectives.	Delivery/Operational – Human Resources, Business Continuity Public Perception/Stakeholder - Performance	<ul style="list-style-type: none">• OTF entered Moderation period required under Bill 124 in September 2021, limiting cost-of-living-adjustments (COLA) to 1% until September 2024.• Numerous staff complained about COLA not keeping up with the pace of inflation.• Although OTF continues to maintain a low turnover rate, in the most recent months, compensation was among the top 3 reasons cited for leaving the organization.	Likely (4)	Moderate (3)	Medium-High Risk (12)	Continue to review and assess effectiveness of the existing controls and mitigation strategies.
8	Demonstrate effective and accountable stewardship of public funds.	Due to lack of viable successors for key senior positions, timely delivery on BP Commitments may be hindered.	Delivery/ Operational – Human Resources, Business Continuity; Public Perception/ Stakeholder Performance.	<ul style="list-style-type: none">• SLT approved a Talent Retention Strategy in 2018. As part of the strategy OTF continually assesses the flight risk for all critical roles and high performers.• A succession plan is in place for all the senior roles.	Possibly (3)	Moderate (3)	Medium Risk (9)	Continue to review and assess effectiveness of mitigation strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
9	Demonstrate effective and accountable stewardship of public funds	In the event OTF volunteers and/or staff engage in partisan and/or political activity in breach of PSOA provisions, OTF reputation as an arms-length and unpartisan agency might be tarnished.	Delivery/ Operational – Human Resources, Business Continuity; Public Perception/ Stakeholder Performance.	The following strategies are in place to mitigate risks: <ul style="list-style-type: none">• Annual sign-off on Code of Conduct and Conflict of Interest• Annual reminders on the Social Media guidelines• Prior to election, reminders on PSOA rules for political activity for public servants	Possibly (3)	Moderate (3)	Medium Risk (9)	Continue social media monitoring and continue to educate volunteers and staff.
10	Demonstrate effective and accountable stewardship of public funds	Due to the increase in frequency and creativity of attacks from threat actors globally, the risk of an OTF data breach is more likely, potentially resulting in reputational	Delivery/ Operational – Business Continuity, Information/ Privacy, Information and Information Technology Public Perception/	The following strategies are in place to mitigate risks related to data governance, data integrity and data security: People <ul style="list-style-type: none">• Annual security awareness program for all staff and monthly simulated phishing campaigns. Process <ul style="list-style-type: none">• OTF Business Continuity Plan and IT Disaster Recovery Plan	L: Likely (4)	I: High (4)	Medium-High Risk (16)	Continue with the implementation of OTF's Cybersecurity Strategy and assess for effectiveness. Continue to review and assess effectiveness of existing controls and mitigation

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
		damage, loss of public trust, regulatory penalties and investigations, litigation costs, and higher insurance costs.	Stakeholder – Performance, Reputation	<ul style="list-style-type: none"> • Physical backup on- and off- site (cloud) of OTF data and systems. • 24/7 infrastructure monitoring to allow for notice of potential issues. • IT service desk and infrastructure monitoring and management outsourced to a best-in-class IT vendor. • Biennial security assessments completed by security vendor. • Creation of the Data Governance Committee. • Policies, processes, and procedures in place to minimize exposure to potential risks associated with the government's Open Data initiative. • Vendor management and communications protocols in place to effectively manage any potential misuse of information. <p>Technology</p> <ul style="list-style-type: none"> • Next generation firewall and intrusion prevention system • Data encryption on OTF laptops. • Use of best-in-class antivirus and anti-malware endpoint protection. 				strategies.

#	Objective	Risk Statement	Risk Category	Existing Controls	Likelihood (1-5)	Impact (1-5)	Risk Rating	Mitigation / Action Plan
11	Demonstrate effective and accountable stewardship of public funds	Due to Black Swan events, OTF operations might be severely impacted, resulting in OTF reduced ability or inability to deliver on its mandate.	Delivery/ Operational – Business Continuity Public Perception/ Stakeholder – Performance, Reputation Policy - Outcomes Governance/ Accountability - Controllership/ Compliance	<ul style="list-style-type: none"> OTF Business Continuity Plan reviewed annually. Ongoing learning and post-action review to build a risk-intelligent culture. 	L: Unlikely (2)	I: High (4)	Medium Risk (8)	To strengthen response and mitigation plans, OTF will continue to monitor even unlikely trends and test improbable scenarios—