

**OTF Investment Summary Report
2020/2021 Resilient Communities Fund**



Approved by the Board of Directors,
March 4, 2021
2020-2021 Resilient Communities Fund Round 2
OTF Granting Investments

OTF Investment Summary Report 2020/2021 Resilient Communities Fund



Introduction

As the COVID-19 pandemic nears the 1-year mark and Ontario emerges from a second province-wide lockdown, the impacts of the coronavirus remain an ever-present force that shapes our day to day lives. The nonprofit sector continues to face many of the challenges first experienced in the Spring of 2020, including closure of non-essential services, the need to adapt in order to safely deliver programs and services under social distancing protocols or remotely, and challenges generating revenue with fundraising and fee-based services on pause.

In the Spring of 2020, OTF responded to these new realities by designing a fund, in consultation with the sector, that would shift its funding focus to support community non-profit organizations to re-cover and stabilize from the impacts of COVID-19 by re-building their capacity in order to more effectively meet the new and existing needs of communities.

The Resilient Communities Fund provides between \$5,000 and \$150,000 to eligible organizations for up to 1 year to:

- Adapt delivery of programs and services to meet the needs of community, employees, and volunteers
- Create and or adopt new approaches for organizations to work together to meet the needs of communities
- Equip board members and employees with supports to implement new approaches, prepare for change, and build resiliency
- Improve and increase ability to access financial resources and develop new and/or alternative sources of revenues
- Procure equipment or renovate spaces to meet the changing needs of the organization

By investing in projects through the Resilient Communities Fund, we expect to see more organizations able to not only continue operations, but to meet new and increased demand for services and deliver on their mission or mandate at full capacity.

The following report will provide a summary and analysis of recommendations of the Grant Review Teams for the December 2020 deadline of the Resilient Communities Fund.

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Schedule 1: Executive Summary

1.1 Cycle highlights:

- **2,626 applications** were received this cycle, **requesting \$226.5M** for organizational recovery and rebuilding initiatives, representing a 49% increase in demand from Round 1 in September of 2020.
- The Board of Directors **approved 559 projects totalling \$42.2M**.
- The **demand rate is \$5.37** requested for every dollar approved, a 45% increase from Round 1.
- Projects with an **Ontario Mandate** remain **extremely competitive**. The **demand rate was \$10.58** requested for every dollar approved, a **16% increase** from Round 1.
- Demand rates from ACMS (\$6.25), MNPST (\$8.45) and Northwestern (\$7.95) catchments were more than double their rates in Round 1
- At **40%, Connected People** organizations continue to receive the **highest share** of approved investments
- At **3%, Green People** organizations continue to receive the **smallest share** of approved investments
- **Ability to generate revenue (78%), deliver program or services due to insufficient infrastructure or technology (79%), and meet demand for services (74%)** remain the 3 most frequently identified **impacts of COVID-19** on successful applicant organizations.
- Consistent with Round 1, the most frequently identified **project outcome** of approved investments, selected by **74% of proposals**, was **“adapt or re-imagine the delivery of programs and services** to meet the needs of community, employees, and volunteers”
- The second most frequently identified outcome, selected by **64% of approved proposals**, was **“procure equipment or renovate spaces** to meet the changing needs of the organization, its programs and services, and adapt to new ways of working”
- **1.8% of approvals** are going to projects **serving Black communities**, **3.9%** to projects serving **Indigenous communities**, and **5.2%** to projects serving **other racialized groups**.
- **18%** of approved investments will **benefit rural or small communities**; and **61.7%** will **benefit urban centres**. 32% of applicants (830) were deemed ineligible at the Organization Assessment stage. Of these, 28% were declined due to not having a community presence and reputation for direct delivery of programs and services benefiting people in Ontario
- **91% of GRT members scored all applications assigned to them**, indicative of sustained high engagement during this period of increased high demand.

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1.2 Action Area Noteworthy Grants

Below, we highlight some of the initiatives that are being recommended:

Active People

The Board of Directors approved a **\$5.7M investment into 71 organizations** in the Active People Action Area through the Resilient Communities Fund.

With the support of a **\$15,500** investment over 6 months, the **Peterborough Canoe and Kayak Club will adapt programming and purchase equipment** that will ensure **safe delivery of its canoe, kayak and dragon boat programming**. The organization's recovery strategy includes training of staff, volunteers and participants in COVID 19 health and safety protocols, smaller class sizes with the addition of an assistant coach, improved physical distancing related to boat storage, safety boats and dock space, and development of a marketing and fundraising plan. These initiatives will support the organization's return to delivering programming to a full complement of participants in 2021.

Connected People

This cycle, **\$16.7M worth of investments** to support **199 organizations** in the Connected People Action Area across the province are approved.

With the support of a **\$118,500 grant over 12 months**, **The Stop Community Food Centre in Toronto will adapt programming and purchase equipment** to reconfigure their urban agriculture/Green Barn spaces. The Stop has pivoted its strategy from primarily offering community programming to meeting urgent food needs by **providing culturally-specific food, medicine, and produce** to community, especially Black and Indigenous community members, during the pandemic. The OTF grant will enable The Stop to safely double its food production capacity during the pandemic and **re-imagine its post-Covid Community Gardens and Social Enterprise programs** in consultation with community during recovery. Additionally, these changes will enable them to emerge from the pandemic with a more resilient, accessible, hybrid space, with more effective food, garden, and program access for their target communities: marginalized and low-income residents of Toronto's West End, with a focus on BIPOC and immigrant Canadians.

Green People

An investment of **\$1.1M into 19 organizations** in the Green People Action Area is being approved to build resiliency.

With the support of a **\$11,700 OTF grant over 6 months**, the **Wye Wildlife Centre of Midland, Ontario**, aims to deliver on its mission by expanding and upgrading their outdoor learning space, **increasing access to environmental camps and programs throughout the year**. The Centre will renovate the outdoor learning center to expand its availability to 9 months of the year. This will aid in the recovery from the impacts of COVID-19 as the renovation of space will allow for social distancing, help reduce the risk of COVID-19 and extend outdoor environmental programs. In addition,

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they will **upgrade their technology to allow for virtual programs**. This project will be accessible to the general public as it will **aim to promote the preservation of wildlife and natural heritage spaces**.

Inspired People

An investment of **\$8.6M** across **138 organizations** is approved to Inspired People organizations this cycle.

Walpole Island First Nation in the Bkejwanong Territory, through the support of a **\$5,900 OTF grant**, will **adapt and re-imagine the delivery of Indigenous library services and programs in the Wallaceburg area** while the library remains closed to the public due to COVID-19. The organization will purchase a desktop with a webcam, scanner, flash drives and audio capabilities to **adapt its virtual storytelling programs through zoom, social media, radio and will create an Indigenous-themed website**. Grab and Go totes for children and educators will be purchased to implement safe curbside pick-up of crafting supplies, activities and books.

Les Compagnons des francs loisirs will build the digital infrastructure it requires to **transform their program delivery to a virtual model**, enabling them to deliver on their mission of connecting people with francophone culture, heritage and art experiences. With the support of a **\$92,100 OTF grant**, the organization's **recovery strategy will focus on adapting and re-imagining their cultural and artistic programming** by procuring the necessary technological infrastructure required to make the shift and increase their ability to access financial resources and sources of revenues. The project will support the organization to rebuild and recover from the impacts of COVID-19 by offering sustainable digital artistic and cultural experiences **to 9,000 Francophones and 3,000 Francophone students in the North Bay area**.

Promising Young People

This round the Board of Directors approved nearly **\$6M of investments in 81 organizations** in the Promising Young People Action Area.

Big Brothers Big Sisters (BBBS) agencies in Windsor Essex, Sarnia Lambton and Chatham Kent have been impacted greatly since the rise of COVID-19. Fundraising events have had to be cancelled in all three agencies, leaving large financial losses in each. In response, **Big Brothers Big Sisters (BBBS) of Windsor Essex**, located in Windsor, will merge with two other BBBS organizations in Sarnia Lambton and Chatham Kent. While the merger will stabilize funds for programming, it will require substantial change management processes to be successful. With a **\$132,200 OTF grant over 12 months**, BBBS will undertake comprehensive **change management** work to increase its regional Board governance capability, **identify opportunities for alternative financing strategies** such as public-private partnerships, and fulsome Strategic Planning process for board, staff and other stakeholders, to lay the foundation for BBBS' work serving youth in Essex County going forward.

Prosperous People

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\$4.0M in investments to support 51 organizations is being recommended this cycle **for organizations in the Prosperous People Action Area.**

With a **\$32,600 OTF grant** over **12 months**, **Cambridge Shelter Corporation** will respond to the health and safety needs of Cambridge's vulnerable citizens who are homeless. The organization will **purchase a security system and room dividers** to ensure that people can safely distance while bedding in the shelter. This grant is a direct **response to a significant community need to prevent the spread of COVID-19** amongst individuals living in **high-risk congregate facilities.**

1.3 Sign-Offs

Sign-Off from Chairs: Each GRT Chair has signed off on the recommendations of their GRT.

Compliance with OTF Policy: The Vice-President, Community Investments has reviewed granting policy compliance. The Vice-President, Community Investments confirms that all recommended grants are within the granting policies of the Foundation.

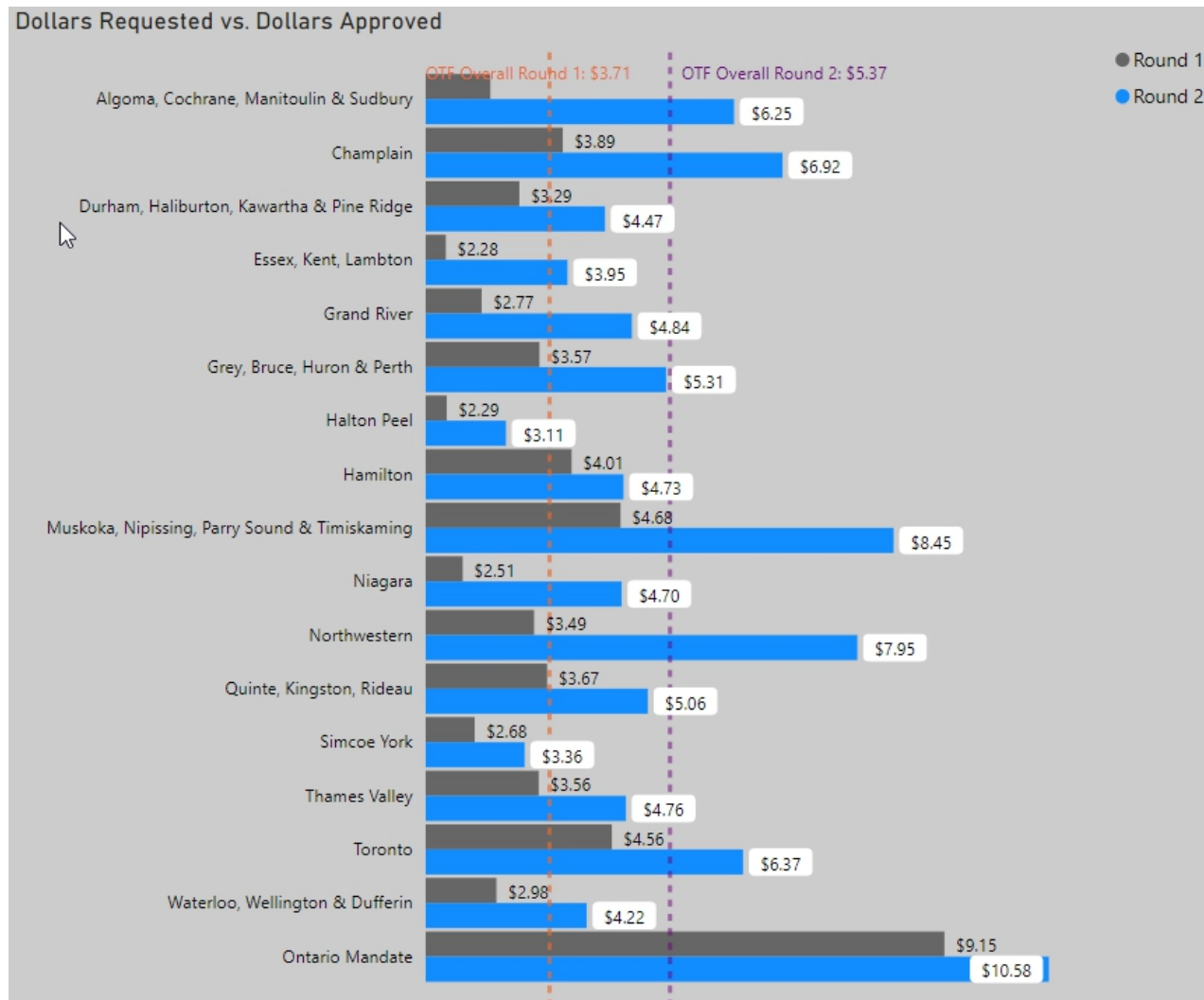
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Schedule 2: Resilient Communities Fund Investments

2.1 Demand Overview

The demand ratio this cycle is \$5.37 requested for every dollar approved, a 45% increase from Round 1. The Ontario Mandate catchment continues to top the demand ratio this cycle, with \$10.58 requested per dollar approved. Demand ratios from ACMS, MNPST and Northwestern are double that of last RCF cycle, with top budget line requests centered on Capital expenditures in all three catchments.

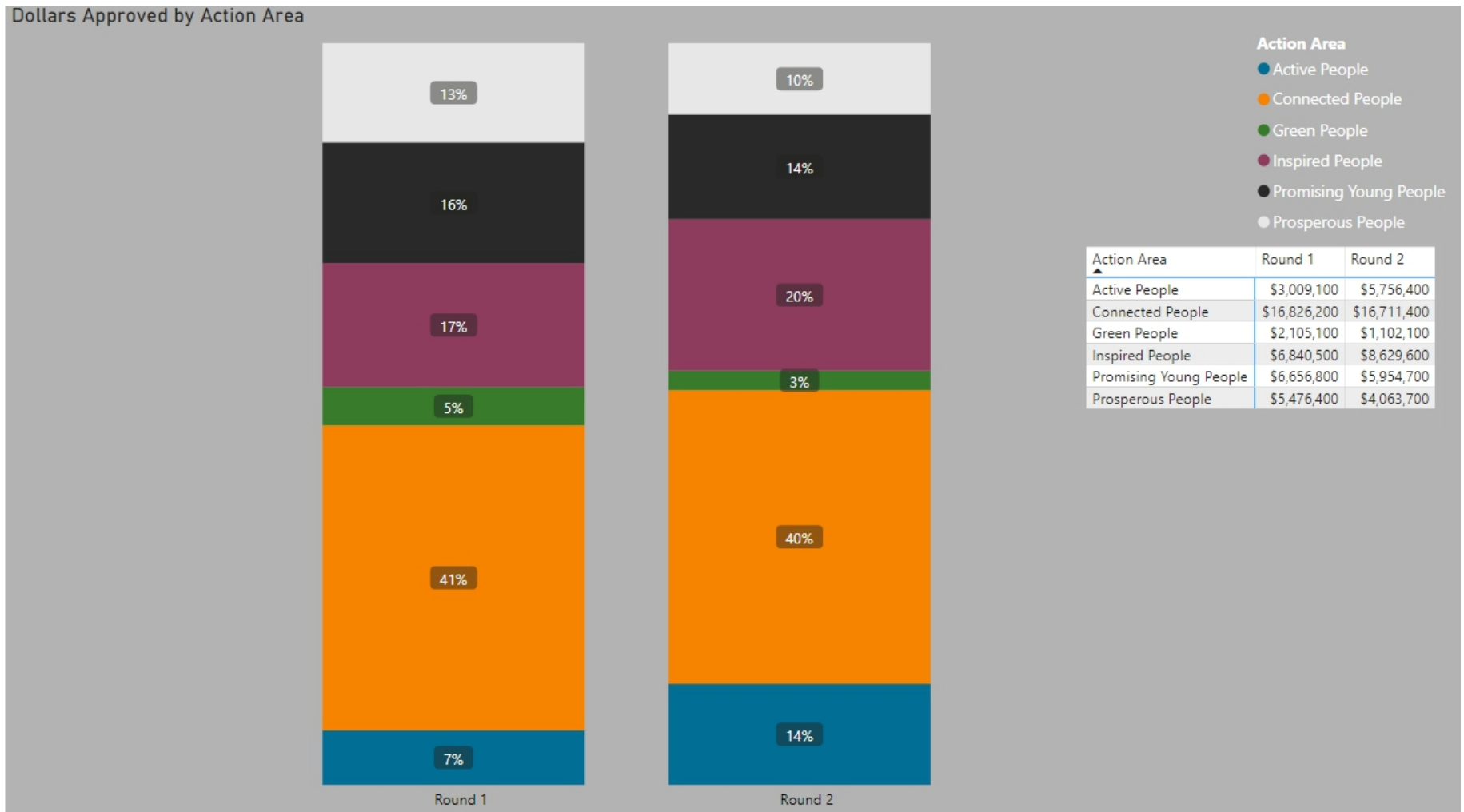


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2.2 Action Area Overview

At 40% of overall approvals, organizations whose mandates align with the Connected People Action Area received the largest share of approved investments. Active People-aligned organizations received 14% of approved investments, with just 7% of requests, representing the largest increase in share of approvals. Green People-aligned organizations received just 3% of approved investments, remaining the smallest share of the Action Area portfolio.

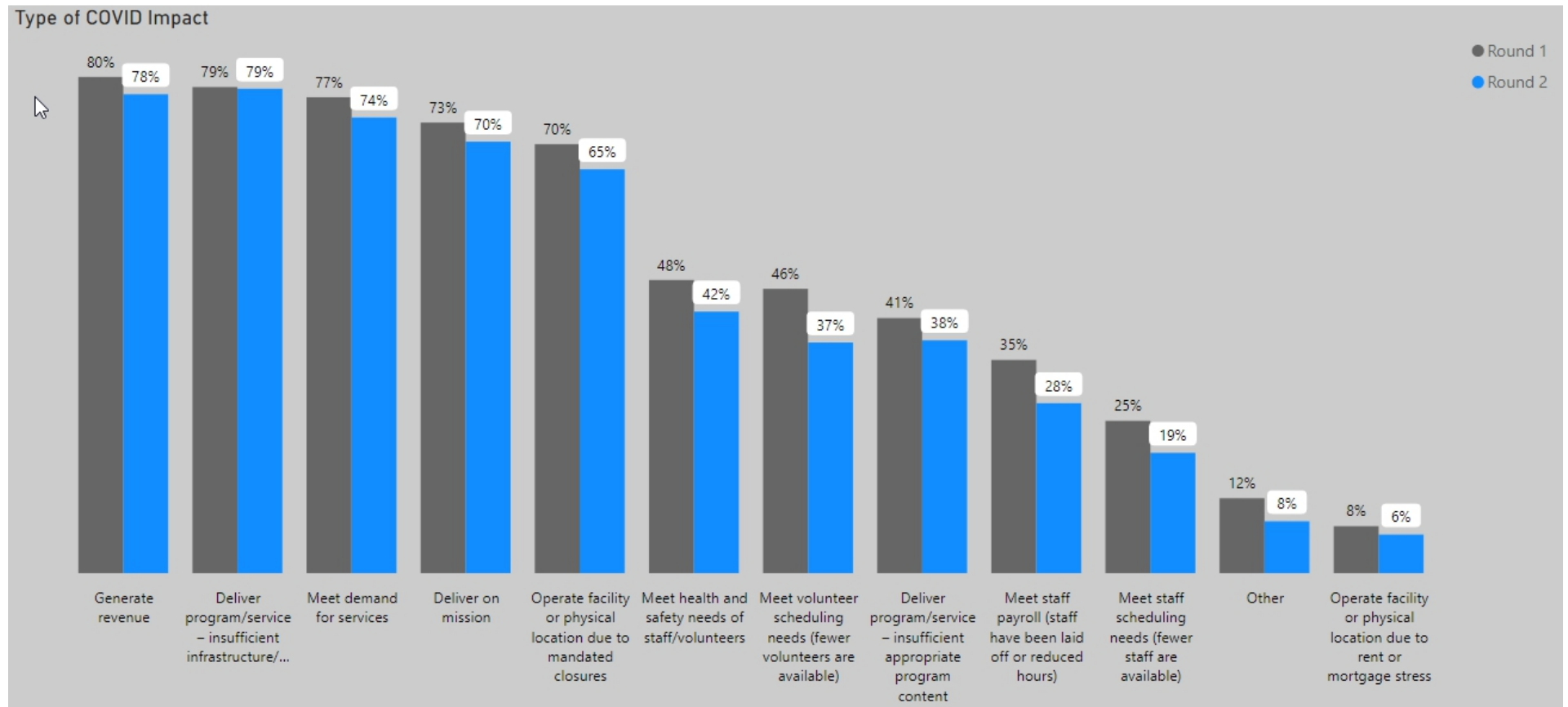


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2.3 COVID-19 Impacts on Organizations

Mirroring trends from last cycle, the top identified impacts of COVID-19 on organizations were the ability to generate revenue (78%), deliver program or services due to insufficient infrastructure or technology (79%), and meet demand for services (74%). These trends suggest that 10 months into the pandemic, Ontario nonprofits continue to face the same challenges as in the earlier months of 2020, and as demonstrated by the greatly increased demand for OTF funding.

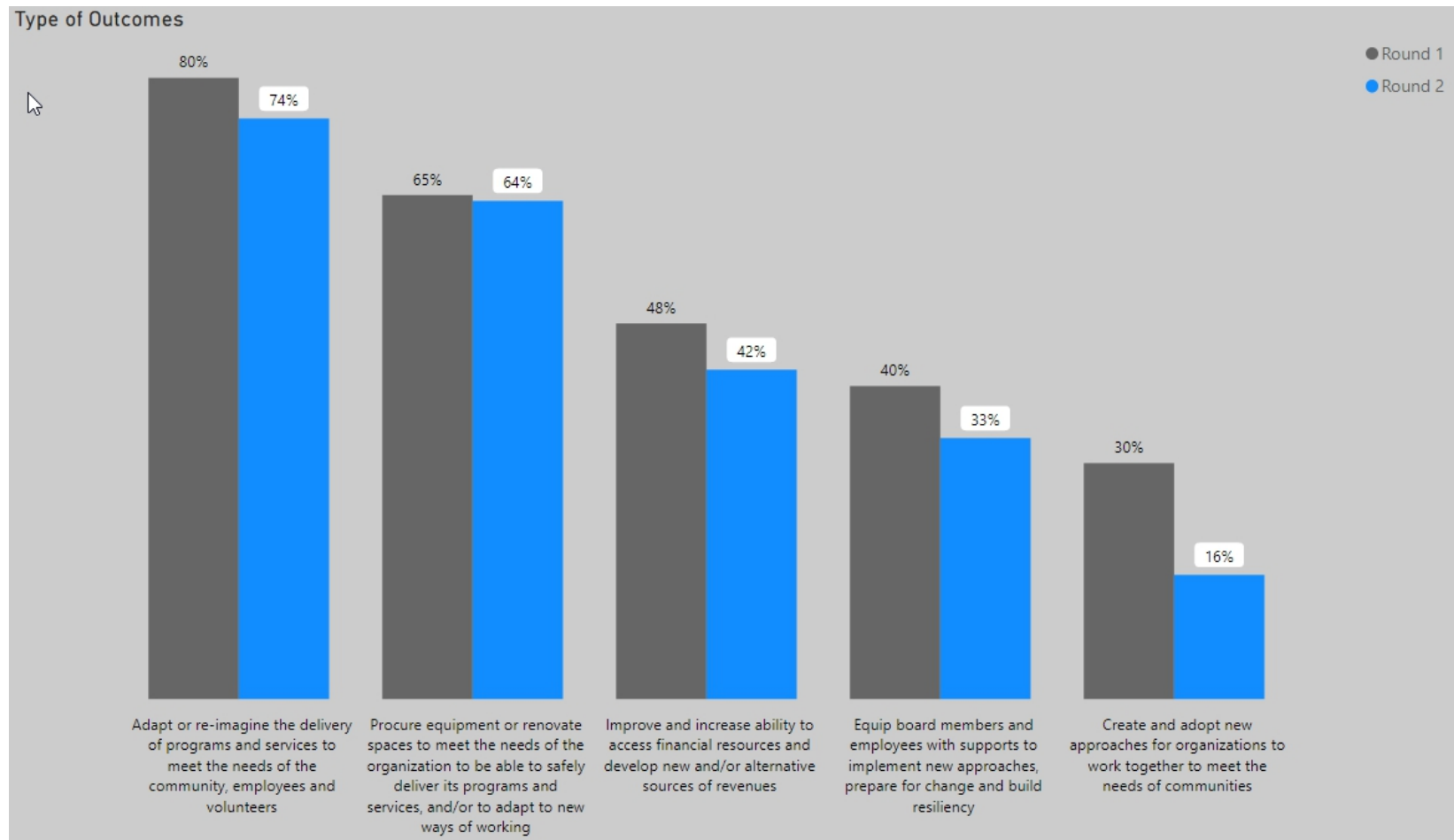


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2.4 Project Outcomes

As with Covid Impacts on Organizations, desired Project Outcomes mirror those in RCF Round 1. The most frequently identified project outcome across successful proposals was “adapt or re-imagine the delivery of programs and services to meet the needs of community, employees, and volunteers.” In exception to this overall trend, Active People-aligned organizations most frequently identified “Procure equipment or renovate spaces to meet the changing needs of the organization, its programs and services” as the desired project outcome. This reflects a greater reliance on physical space for effective sports and recreation programming most often funded in this Action Area.



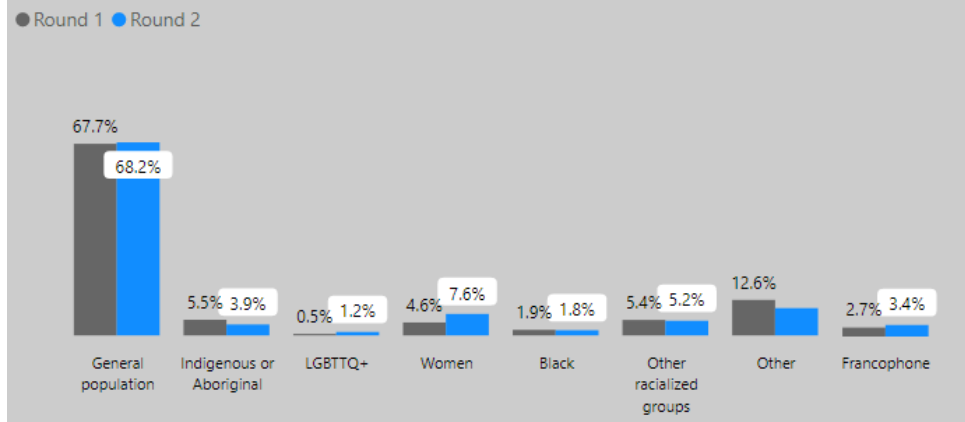
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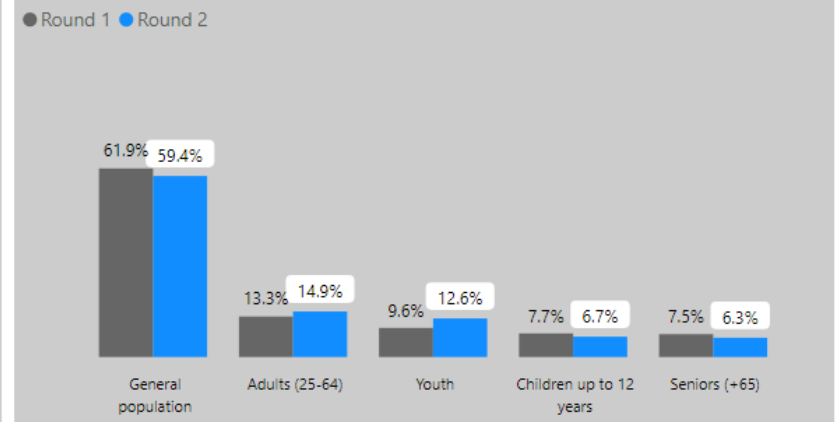
2.5 Populations Served and Community Size

The majority of approved investments will benefit organizations that serve the general population. For the most part, the percent of approved dollars were proportional to demand, including Francophone serving proposals, which increased from 2.7% in Round 1 to 3.4% of overall. The exceptions were requests from organizations serving Black communities, which made up 4.66% of requests and only 1.8% of approved investments, and Women-serving organizations, which made up 4.67% of requests and 7.6% of approved investments. Applications from Black-serving organizations were declined at higher rates at Organization Eligibility (8% vs. 3% overall), Organization Assessment (47% vs. 30% overall), and Project Eligibility (13% vs. 8% overall) stages.

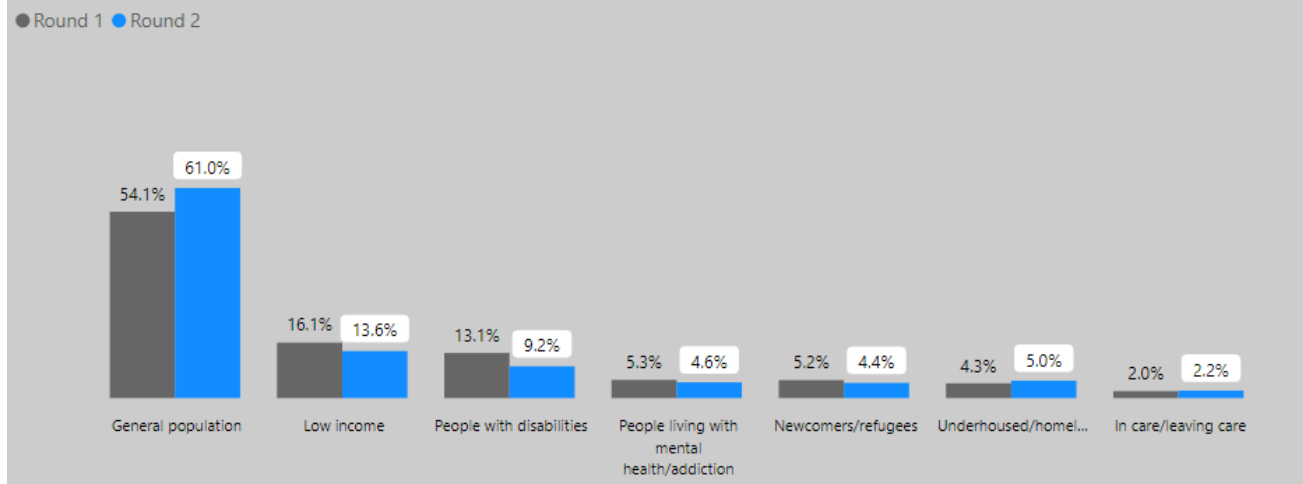
Identity of the Population Served by the Organization



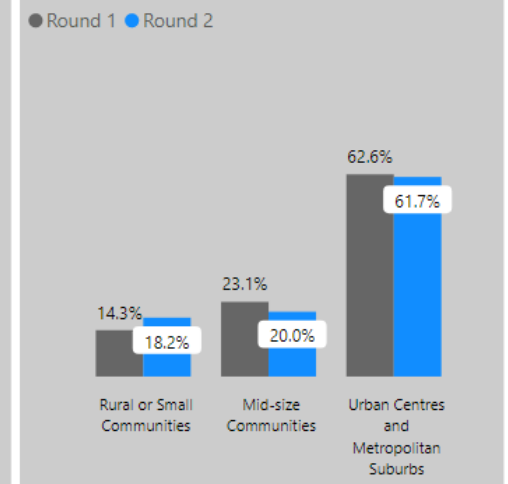
Age Group Served by the Organization



Lived Experience of the Population Served by the Organization



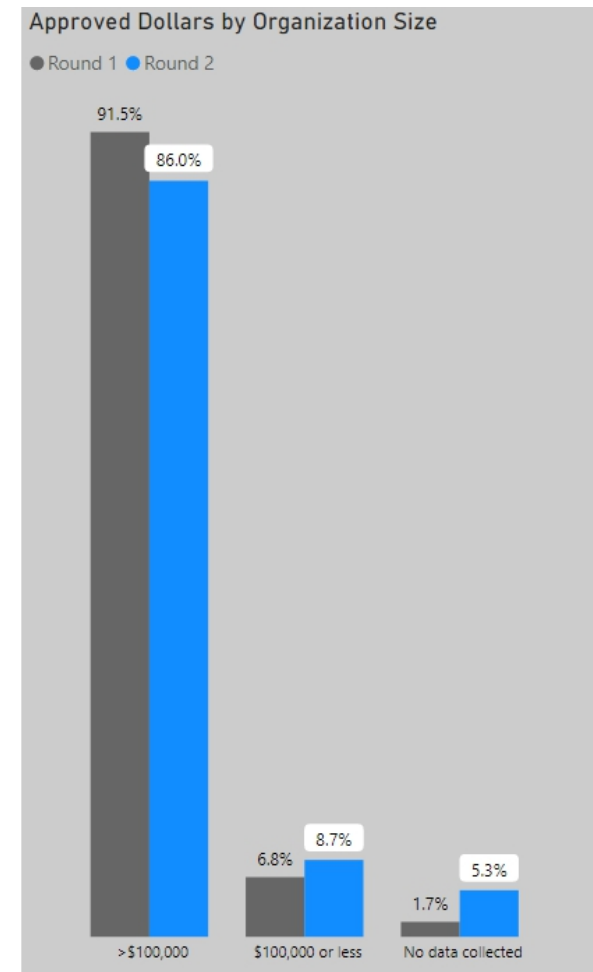
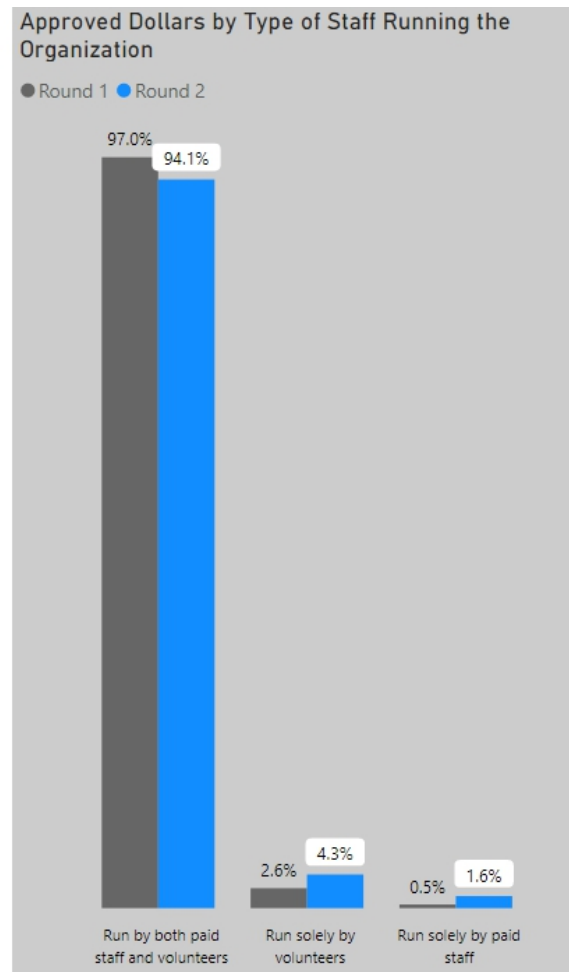
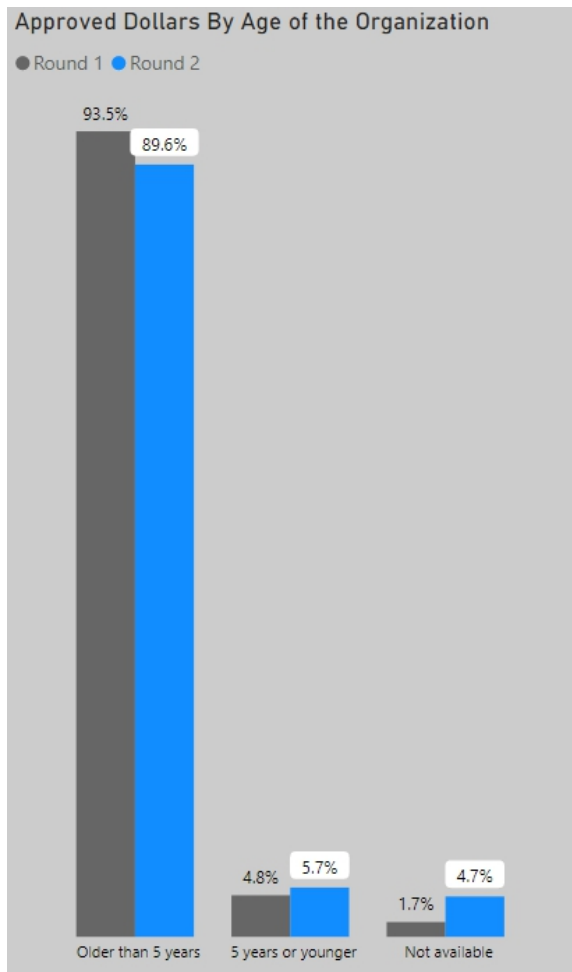
Community Size Served by the Organization



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2.6 Organizational Characteristics

The majority of approvals will go to support relatively established and larger organizations that are run by both paid staff and volunteers. Compared to last round, a larger proportion of approved investments will benefit organizations that are smaller (8.7% vs 6.8%), volunteer-run (4.3% vs 2.6%), and younger than 5 years (5.7% vs 4.8%). Approved investments in small municipalities and Indigenous band councils are also triple that of last round (5.3%, vs 1.7%; this is captured in “Organization Size – No data collected” category).



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[Schedule 3: Concluding remarks](#)

This Investment Summary provided an overview of approved investments for the December 9th deadline of the Resilient Communities Fund. A total of 2,627 applications valued at \$226.5M were received for this second round of the fund. 559 projects totalling \$42.2M in investments are approved by the Board of Directors.