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Trillium
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# OTF INVESTMENT STREAM: GROW

## PURPOSE:

OTF recognizes that building healthy and vibrant communities takes time and resources. The Grow Investment Stream supports projects that are based on evidence and deliver on specific Grant Results in order to contribute to the longer-term goal of the related Priority Outcome. Projects funded in the Grow Investment Stream are based on robust planning, and deliver positive change which is achieved by replicating, adapting, or scaling existing proven programs.

## TYPES OF PROJECTS:

All projects need to drive at achieving greater impact in their community by:
- Increasing the reach of an existing, proven project of the applicant organization, or
- Replicating or adapting a proven, successful project that is new to the applicant organization, or
- Adapting an existing proven, successful project of the applicant organization

## AMOUNT RANGE: $50,000 to $250,000 per year
- Grow application funding requests cannot exceed $750,000 in total, including the capital costs.
- Grow application funding requests must include at least $50,000/year for non-capital items. Once your project meets the minimum requirements, you may add up to a total of $150,000 for capital costs associated with and necessary for the success of the project.
- The focus of a Grow application is not intended to be capital in nature. If your project has a large capital component, it may be better suited to a Capital grant application.

## DURATION: 24 to 36 months

## TYPES OF COSTS FUNDED:

All costs funded by OTF must be eligible and necessary to carry out the described project.

### Direct Project Costs
- Direct personnel costs: Salaries, mandatory employment-related costs and employee benefits of new or maintained staff positions funded specifically to carry out the project.

### Direct non-personnel costs
- Purchased services (from contractors or subject experts) specifically relating to the delivery of the program/service
- Workshop, meetings, convening costs incurred relating to the delivery of the program/service
- Supplies and materials purchased to use in the delivery of the program/service
- Travel costs incurred by employees, volunteers and participants, that are directly related to the project
- Evaluation costs: **Evaluation is a requirement for Grow applications.** Up to a maximum of 10% of the total grant request budget can be used for planning and executing an evaluation of your grant project. This amount is only for the evaluation of your grant project.
- Other costs: Other costs directly related to the delivery of the program/service but not captured in the categories provided.

- Capital costs for repairs, renovations or construction costs, as well as equipment costs. Total capital costs may not exceed $150,000 for the project. Capital costs must be associated with, and necessary for, the success of the Grow project. Grow grant requests cannot exceed $750,000 in total, including the capital costs. Please refer to the Capital Backgrounder and Capital Grants Policy.

**Overhead and Administration costs**

- OTF will support overhead and administrative costs directly associated with the funded project, **to a maximum of 15% of the total grant request budget.** These do not include the direct costs to run or deliver a project, including the staff or equipment associated with the program. These are eligible expenses that are part of separate budget categories. Overhead and administration costs can include a portion of regular operational expenses that can be attributed specifically to the funded project. Please refer to the Overhead and Administrative Costs Policy for further details.

Please note: When you are requesting OTF funds for goods and/or services (including equipment, construction, consulting services, and non-consulting services) valued above $10,000, OTF asks your organization to show that it sought the best value for money. The amount requested must be reasonable and supported by competitive bids. OTF requires two or more written quotes when purchasing such goods and/or services valued above $10,000. Multiple sub-contracts with the same organization/supplier on the same project will be considered as a cumulative total. This means if the total of these goods and/or services exceeds $10,000, competitive bids of two or more written quotes are required.

## TYPES OF COSTS/PROJECTS NOT FUNDED:

- Core operating funding
- Replication, adaptation, scaling-up of programs *that lack an evidence base*
- Maintaining currently existing programs without growing or improving on the impact of the program, as measured through an OTF Grant Result
- Simple changes to program purposes without growing or improving on the impact of the change, as measured through an OTF Grant Result
- Taxes, such as GST and HST, for which the recipient is eligible for a tax rebate, and all other costs eligible for rebates are not eligible OTF request items
- Contingency costs are not eligible expenses

## OVERVIEW OF THE APPLICATION:

Applicants will be required to:

- Identify one Priority Outcome and one OTF Grant Result (and the associated metrics) that strongly align with the change being sought. Learn more about the Priority Outcomes, Grant Results and Metrics associated with all the OTF action areas. OTF requires some Grantees to survey their program participants using standardized survey tools. View the Grow Grant Survey Tools that corresponds to each Grant Result
- Describe and submit the **evidence base** that supports the proposed change and Grant Result. Your project's design (the processes you employ), should be based on good evidence that demonstrates the initiative will achieve the grant result you selected. Evidence may include research, successful examples of existing programs, pilots, models, etc. You must upload evidence and/or provide links to the evidence that supports your project's design.
- Complete a Financial Workbook outlining the request budget.
- Complete a detailed supporting Grow Workbook that outlines the approach you intend to take to complete your endeavor. This workbook includes four components:

- o **Project Plan:** The project plan is where you will be required to tell us about how you plan to implement or carry out your project. The detail requested in the project plan must demonstrate a link with the evidence you provided, as well as how you plan to achieve your identified grant result. The number of project objectives OTF asks for is tailored to the level of funding you are requesting. If you are asking for $250,000 or more, you must describe four or five key project objectives for each year of funding requested. If you are asking for less than $250,000, you must describe two or three key project objectives for each year of funding requested.
  - o **Risk Management Plan:** The risk management plan is where you will be required to think about your project and what could potentially go wrong with it. Specifically thinking about factors that could prevent you from achieving your project's objectives and the grant result selected.
  - o **Recognition Plan:** If your project is approved, you must public recognize OTF's investment in your project. Refer to OTF's Recognition Policy for further details.
  - o **Additional evaluation considerations**: OTF requires some Grantees to survey their program participants using standardized survey tools. View the Grow Grant Survey Tools that corresponds to each Grant Result. Grantees will be required to use those tools once the grant is approved (with resources and supports available). In addition to tracking the metrics you selected as part of your application, you are expected to evaluate your grow grant in a way that is beneficial to you. The questions in this section will provide information on your plan for the evaluation.
- Your answers in the Workbook section, including your project plan, should show how your **project plan is viable, reasonable and appropriate** for the intended project. Your workbook should:
  - o Describe how you will execute the project and define the project's deliverables, including how you plan to achieve the Grant Result (e.g. viable)
  - o Describe who will do the work, and how and where the work will be done (e.g. reasonable)
  - o Explain how this is an appropriate project for your organization to undertake, given your experience, the strength of the evidence and the project risks you identified (e.g. appropriate)

## WHAT DOES "EVIDENCE-BASED" MEAN?

OTF considers evidence as strong indication that something works. The evidence you provide OTF can come from your organization or from an external source. Examples of evidence must:
- Provide reasoning that speaks to the potential positive change being proposed in a project
- Include documented research and/or evaluations (the applicant's own or those of others) where measured results demonstrate that the approach being proposed will produce the Grant Result selected in the Grow grant application.
- A Seed project with proven results could form the evidence required for an organization to then apply for a Grow grant.

View the complete application questions, including the financial workbook and workbook as well advice for key questions.

## ASSESSMENT CRITERIA:

The Assessment of your application is based on four assessment areas: Strategy, Process, People and Value for Money.
- The project must strongly align with one OTF Grant Result and deliver against the associated metrics.
- The idea, challenge and opportunity being explored is evidence-based and well understood.
- The type, level and urgency of the community need is described.
- The way the project will impact the community is clear (e.g. breadth and depth). There is a link between the community need and how the project will address it to achieve the Grant Result.

- It is clear that the project will have a long-term impact for the community. The project considers what resources (e.g. financial, people, infrastructure) need to be in place for long-term success
- The project is based on proven tools or techniques, and demonstrates how the grant result will be achieved. The way these tools and techniques will be used is clear.
- Your application describes a feasible process to accomplish the project and has clearly defined the project deliverables. Areas for risk are identified and ways to manage them are addressed.
- Your application demonstrates your capacity to successfully complete the project and achieve the grant result.
- The competency of the people involved aligns with the project objectives.
- The cost seems reasonable to achieve the identified grant result.

View the detailed assessment criteria.

## GRANTEE ENGAGEMENT AND REPORTING:

OTF staff will engage on a regular basis with the grantee to support the success of the investment. Reporting will be conversational (call, email correspondence, meetings) and at intervals of at least every six months. Reports will be submitted each year of the project, and again upon completion. Reporting will include:
- Progress to achieving the Grant Result and associated targets
- Costs incurred, in accordance with approved budget
- Project challenges/issues and unexpected outcomes, where relevant
- As part of our outcomes-based investment strategy, it is important that we learn about our grantees' outcomes and the progress made towards the selected grant result. Grantees will be required to report on their key learnings to help us learn what does, or does not work, and why. OTF will use the information provided, and the project evaluation, to learn about the impact of our investment strategy.
- Some Grow grantees will be required to conduct surveys of program participants during the course of the grant. Please see Grow Grant Survey Tools for requirements as they apply to specific Grant Results.
- For grants with satisfactory reviews, the final grant holdback funds will be released (all or part). The final report must demonstrate achievement of the Grant Result, compliance with terms and conditions of the Grant Contract and full (100%) expenditure of project costs.

Please note that 10% of the final year of funding will be held back, to be paid upon satisfactory review of the final report. The final report of your grant must demonstrate the full expenditure of project costs. Please refer to the Payment Release for Grantees Policy.

## DEFINITIONS:

**Evaluation:** A review of the results of a grant, with the emphasis upon whether or not the grant achieved its outcomes.

**Project:** A project is an initiative proposed by an OTF applicant for funding. For OTF purposes, a project or initiative has a defined beginning and ending, and a specific objective. The term 'project' is frequently used in the OTF online application and may sometimes be used interchangeably with the term 'initiative'.

**Replicate:** Replicate (a program) is to duplicate, recreate or repeat it.

**Scale up:** Scale-up (of a program) is the process of increasing a program's size, amount or quality of services amount of programming offered, number of locations, or people served.

**Grow Workbook:** A mandatory, supporting document for Grow grant applications. The workbook details the applicant's intended approach to complete their endeavor. In the workbook, the applicant describes in detail how they plan to carry out their project, such as deliverables, resources, timeframes and potential risks. In addition, the Grow Application Workbook is where the applicant describes a Recognition Plan and plans to evaluate the project.

## RELATED DOCUMENTS:

POL-INV-01 Eligibility Policy

POL-INV-03 Capital Grants Policy

POL-INV-06 Overhead and Administration Costs Policy

POL-INV-09 Recognition Policy

POL-INV-10 Payment Release for Grantees Policy

POL-INV-11 Reallocation of Grant Funds Policy

POL-INV-13 Rescinding Grant Policy

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# Grow Grant Survey Tools

Through our Grow Grants, OTF invests in projects that are based on robust planning and deliver positive change. We have identified the most important changes we think need to happen in Ontario over the next decade to make communities more healthy and vibrant.

OTF will require all Grow grantees working toward the Grant Results listed below to conduct surveys of program participants.

If your application is approved, OTF's partner, Forum Research, will contact all relevant grantees and invite them to an orientation webinar. We'll have support available and resources to help you understand the process of survey administration.

OTF is selecting standardized survey tools that will help us get the full picture of the impact that we are having on our Grant Results. Each survey that you administer for your project will become part of a larger story, highlighting OTF's impact across the province.

The survey tools available here are the best tools that we've found to date. We've selected them based on a review of over 300 tools.

We looked for tools that:

- scored highly for validity and reliability;
- were closely related to the Grant Result;
- were applicable to our typical audience; and,
- were simple to complete, for OTF, our grantees and beneficiaries of the programs we fund.

We continue to search for the best tools to measure the success of our grants, and so the tools may change over time.

| ACTION AREA | PRIORITY OUTCOME | GRANT RESULT (PDFs) |
|---|---|---|
| Active People | More people become active | Ontarians participate in an active lifestyle |
| Connected People | Diverse groups work better together to shape community | People who are marginalized take on leadership roles in their communities |
| | | Diverse groups work together to improve community life |
| | Reduced social isolation | People who are isolated have connections in their community |
| Green People | People reduce their impact on the environment | People connect with the environment & understand their impact on it |
| Inspired People | N/A | N/A: Inspired People Grant Results do not have survey metrics |
| Promising Young People | More children & youth have emotional & social strengths | Parents, caregivers & adult allies have the skills to support children & youth who are facing barriers |
| | | Children & youth who are facing barriers develop strong emotional & social skills |
| | More youth are meaningfully engaged in the community | Youth facing barriers volunteer and are in leadership roles |
| | | Youth are involved in creating solutions for challenges facing their communities |

| Prosperous People | Increased economic stability | People who are economically vulnerable are able to meet their basic needs |
| --- | --- | --- |
| | | People who are economically vulnerable have access to community services that enhance financial stability |
| | Increased economic opportunity | People have the skills & knowledge to achieve greater financial independence |
| | | People become or stay employed |

## What is a pre-/ post-survey?

These tools are designed to measure change over time. In order to see change within a project, surveys need to be administered more than once over the course of the grant. A survey at the beginning of the project will create a "baseline"; it will help you to know what knowledge, skills, attitudes or behaviours the people in your project have when they arrive.

Once the project is finished, or every few months in the case of ongoing initiatives, you will again survey the people involved. When we compare this data to the "baseline" data, we can see if anything has changed over the course of the program. It's the change over time that will help us understand the impact we're having in communities across Ontario.

We realize that not all programs have a registered set of participants, as well as a clear start and end date. We've created a variety of program types to try to reflect this diversity. Forum will help you identify which program type works best for you.

### I'm applying for a Grow Grant with a Grant Result that uses a pre-/ post-survey metric. How will I collect the data?

1. Start planning to use the surveys as you prepare your Grow Grant application and workbook.
2. If your application is approved, participate in the orientation webinar hosted by OTF's partner, Forum Research.
3. Review the user guide that was sent to you by Forum, which will give you specific details about how to administer the survey to your participants and how to use the Evaluation Portal.
4. Fill out a short survey that will help set up the use of the standardized survey tool, specifically selected to measure progress toward your Grant Result. This will help identify the length and frequency of your program, and determine when and how often your participants will be surveyed.
5. Review survey results through the Evaluation Portal's reporting site.
   Report the data to OTF as part of your annual progress report and final report.

### Examples:

- You received a grant to run a series of 6 week programs to reduce levels of aggression among children in conflict with the law by teaching them to manage their anger and problem-solve with others. This is under the Grant Result "Children & youth who are facing barriers develop strong emotional & social skills" in the Promising Young People Action Area. When your grant is activated, Forum will send you a survey to set up the use of the standardized tool to measure the emotional and social competencies of participating children and youth. You are required to survey your participants at the beginning and end of the project. By completing the survey at the beginning and end, we'll be able to see if the children and youth in your group have developed emotional and social competencies during the program. You will ask your participants to fill out the same survey at both times. By comparing the results, we can see the change that happened over the course of your initiative!

- Your initiative is based in a densely-populated urban neighbourhood. It uses a community kitchen as a hub for programs and services, helping people who are isolated to have connections in their community. Your grant is under the Connected People Action Area, focused on the Grant Result "People who are isolated have connections in their community". When we activate your grant, OTF will send you a survey tool to measure your participants' selfperception of social isolation. You will survey participants at the beginning of the program, and then again every six months, using the tool that we provided each time. Looking at the

results of the survey over time, we will get to see if people feel less isolated since the program was put in place.

## What's in it for Grantees?

You can benefit from this data as well. The survey responses that you collect will help you tell the story about your individual project and the positive impact it is having in your community. You can use the data to make improvements and track progress over time. The data that you collect may help you leverage funding from other sources to support the program in the future. We've used this approach with some of our other funding programs, and grantees have experienced the benefits.

### Remember, for Grow Grants with survey metrics:

- This approach will help you and the Foundation measure the success of your program, and will help the Foundation tell the story of our impact.
- You are required to use the standardized tool so your results can be added up with similar programs, and so your results can be compared.
- You can, however, supplement the OTF standardized tool with other tools of your own choosing.
- You need to plan to administer the surveys before, during and after your program, and analyze the responses.
- OTF will provide access to the survey tools through their online Evaluation Portal and support throughout the course of your grant.
- This metric is useful, and can be one part of your overall evaluation plan.

### Privacy Standards

OTF is committed to respecting the privacy of your clients and participants. Forum Research will ensure that:

- All information provided to OTF and grantees is anonymized. All personally identifiable information will be removed from data sets, so that the people whom the data describe remain anonymous.
- Data is reported to OTF and grantees in a way that ensure that individuals cannot be identified.
- Data is not reported using small cell counts, and in no circumstances will data be reported using cell counts of five or fewer.

# INVESTMENT STRATEGY
## What we fund

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**ACTION AREAS**

| ACTIVE PEOPLE | CONNECTED PEOPLE | GREEN PEOPLE | INSPIRED PEOPLE | PROMISING YOUNG PEOPLE | PROSPEROUS PEOPLE |
|---|---|---|---|---|---|
| **Fostering more active lifestyles** | **Building inclusive and engaged communities together** | **Encouraging people to support a healthy and sustainable environment** | **Enriching people's lives through arts, culture and heritage** | **Supporting the positive development of children and youth** | **Enhancing people's economic wellbeing** |

**PRIORITY OUTCOMES**

| Higher quality programming and infrastructure to support physical activity | More people become active | Diverse groups work better together to shape community | Reduced Social Isolation | More ecosystems are protected and restored | People reduce their impact on the environment | Better quality programming and infrastructure to experience culture, heritage and the arts | More people connect with culture, heritage and the arts | More children and youth have emotional and social strengths | More youth are meaningfully engaged in the community | Increased economic stability | Increased economic opportunity |

**GRANT RESULTS**

| Trained and certified coaches, officials and volunteers | Infrastructure is accessible and available for physical activity 🏠 | People have a say shaping the services and programs that matter to them | People who are isolated have connections in their community 🏠 | People participate in ecosystem conservation and restoration efforts | People connect with the environment and understand their impact on it | Arts, culture and heritage have appropriate spaces 🏠 | Access to arts-based learning opportunities and compelling artistic, cultural and heritage experiences | Parents, caregivers and adult allies have the skills to support children and youth who are facing barriers | Youth facing barriers volunteer and are in leadership roles | People who are economically vulnerable have access to community services that enhance financial stability | People have the skills and knowledge to achieve greater financial independence |
| Programs are safe, inclusive, fair, and age- and ability-appropriate | Ontarians participate in an active lifestyle | People who are marginalized take on leadership roles in their communities | | Conservation and restoration efforts are better planned and more sustainable 🏠 | People and resource users take deliberate actions to benefit the environment | Skills and knowledge are transferred to the next generation of artistic leaders | People are engaged in community-based arts creation | Children and youth who are facing barriers develop strong emotional and social skills 🏠 | Youth are involved in creating solutions for challenges facing their communities 🏠 | People who are economically vulnerable are able to meet their basic needs 🏠 | People become and stay employed |
| Infrastructure for unstructured and structured physical activities 🏠 | | Diverse groups work together to improve community life 🏠 | | | Mechanisms are developed to promote responsible resource stewardship | | Preservation and animation of cultural heritage | | | | People become entrepreneurs |

☐ Grant Results that include a pre- / post-survey metric
🏠 Capital Grant Results

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