


SOCIAL IMPACT AUDIT: Ottawa Police Service

Submitted to: Chief Peter Sloly

October 18, 2021

RECOGNITION OF TERRITORY

We would like to respectfully acknowledge that the land on which Ottawa is built is in traditional unceded Algonquin Anishinaabe territory.

The peoples of the Algonquin Anishinaabe Nation have lived on this territory for millennia.

Their culture and presence have nurtured, and continue to nurture, this land.

HelpSeeker respectfully honours the peoples and land of the Algonquin Anishinaabe Nation.

HelpSeeker honours all First Nations, Inuit, and Métis peoples and their valuable past and present contributions to this land.

FOREWORD

“Everyone has a role to play in safety and well-being, and over the past several months Ottawa Police Service (OPS) has engaged HelpSeeker to assist in developing our contribution to Ottawa’s Community Safety and Well-Being (CSWB) Plan. The plan, which is required under the Province’s Safer Ontario Act, 2018, will outline strategies and actions to improve safety and well-being for everyone in Ottawa.

As a community we need to understand our social safety net to determine how we can best work together. Through our investment with HelpSeeker, OPS seeks to help all of the stakeholders and social service providers in Ottawa. The purpose is not to defend our budget, but rather a call to action to collaborate. We wish to understand the reach of the services delivered for the purposes of supporting community and individual wellbeing, and mitigation of vulnerability, and how these may be further optimized.

This information will be shared with all our partners, stakeholders and social service providers. Ultimately we aim to build a more holistic problem solving framework in the broader Ottawa community.”

~ Ottawa Police Service

Technical Report

TABLE OF CONTENTS

RECOGNITION OF TERRITORY	1
FOREWORD	2
TABLE OF CONTENTS	4
GLOSSARY	6
1 INTRODUCTION	8
1.1 Defining Ottawa’s Social Safety Net	9
1.2 Findings	10
1.3 Recommendations	12
Immediate Actions	13
2 METHODS	17
2.1 Social Impact Audit (SIA)	17
2.1.1 Why are SIAs important?	17
2.1.2 How are SIAs accomplished?	17
2.2 Analysis Approach	18
2.2.1 Systems Mapping	18
2.2.2 Cross-Referencing Financial Data with Systems Mapping Data	18
2.3 Description of Datasets	19
2.4 Limitations	20
3 UNDERSTANDING INVESTMENTS IN OTTAWA’S SOCIAL SAFETY NET	21
3.1 Total Investments in Ottawa	21
3.2 Direct Government Transfers	23
3.2.1 Deep Dive: Government of Canada	24
3.2.1.1 Indigenous Services Canada	25
3.3 Charitable Sector – Canada Revenue Agency	27
3.3.1 Revenues	28
3.3.1.1 Deep Dive: Community and Social Services Programs	29
3.3.2 Expenditures	32
3.3.3 Deep Dive: Foundations	33
3.4 The City of Ottawa	34
3.5 CIHI – Mental Health and Addictions (MHA)	37
3.6 Other Community and Social Services (CSS) Entities	38
3.7 Ottawa Police Service	39
	4

3.8 Systems Mapping	41
3.8.1 Ottawa’s Systems Map	41
3.8.1.1 Deep Dive: Ottawa’s Greenbelt	43
3.8.1.2 Systems Mapping and Financial Information	44
3.8.2 Service Mix	46
3.8.2.1 Canada Revenue Agency (CRA) Dataset	47
3.8.2.2 Federal Grants Dataset	50
APPENDIX A: Foundations Revenues & Expenditures to Qualified Donees	53
Appendix B: Methods & Datasets	62
Canada Revenue Agency (CRA)	62
Government of Canada Proactive Disclosure	63
Municipal Data	63
Protective Services	63
Local Health Authority	64
Canadian Institute for Health Information (CIHI)	64
Statistics Canada - Government Transfers	65
Appendix C: HelpSeeker Tags	66
Basic Needs	66
Health / Medical	66
Emergency & Disaster	66
Families & Parenting	66
Safety & Abuse	66
Mental Health & Addictions	67
Community & Belonging	67
Information & Technology	67

GLOSSARY

Canadian Institute for Health Information (CIHI): An independent, not-for-profit organization that provides comparable and actionable data and information used to accelerate improvements in health care, health system performance and population health across Canada.

Charities: Can be defined as 'charitable organizations,' 'public foundations,' or 'private foundations,' but all are created and reside in Canada, do not pursue profit, and use resources only for charitable activities and purposes such as the relief of poverty.

Charitable investments: Investments made by charities toward activities and purposes that benefit the community, such as the relief of poverty, advancement of education, advancement of religion, or other purposes.

Community and social services (CSS): Services under this category typically hold accountability for supporting social issues, such as the reduction and prevention of homelessness, the alleviation of poverty, gender equality, among many others.

Direct government transfers: These types of investments include payments made to individuals and households through programs such as Employment Insurance, Canadian Pension Plan, income supplements, tax benefits, and other social assistance programs.

Foundations (private): Private foundations carry on their own charitable activities and/or fund other qualified donees. They receive the majority of its funding from a donor or a group of donors that are not at arm's length.

Foundations (public): Public foundations generally give more than 50% of its income annually to other qualified donees and receives its funding from a variety of arm's length donors. Its income cannot be used for the personal benefit of any of its members, shareholders, or governing officials but it may carry out some of its own charitable activities.

Frontline services: Includes expenditures related to divisional support and fixed operations.

Protective services: Refers to those meant to provide timely response to emergencies and promote health and safety in the community. These services are composed of first responders who are trained personnel who respond to an emergency or crisis call.

Service mix: Describes the various types of programs, benefits, and services currently available in a community. It is also able to illustrate which types of services may be more prominent in the community compared to others.

Social-related investment: Financial investments that go towards the promotion of positive social change. For example, resources being directed towards social housing, community development programs, food banks, and youth outreach services, among others.

Social Safety Net: In this report, is defined as the collection of programs and services delivered for the purposes of supporting community and individual well-being, and mitigation of vulnerability via charities.

Support services (Ottawa Police Service): Includes allocations to victim services, court liaison, and communications/911 services.

Systems mapping: A systematic approach to mapping all of the programs, locations, helplines, and benefits available to people seeking help in the social sector.

1 INTRODUCTION

In line with the City of Ottawa's Community Safety and Well-Being Plan (CSWB) and as mandated by the province's *Safer Ontario Act, 2018*, the Ottawa Police Service took action towards probing the response to mounting social, community safety, and health issues, and the current approach to these challenges. The approved priorities are: supporting integrated and simpler systems, financial security and poverty reduction, housing and mental well-being, and combatting discrimination, marginalization and racism, and gender-based violence and violence against women.

Across Ontario, other communities are similarly challenged by a siloed and uncoordinated response to social issues that include mental health challenges, addiction, homelessness, and poverty. These issues have a tremendous impact on individuals and communities, particularly during the current COVID-19 pandemic. While COVID-19 has undoubtedly increased financial, health, and well-being pressures on individuals and families, it has also served to expose fault lines in the Social Safety Net — including discrimination and inequitable treatment — that existed long before the pandemic. To fully understand the scope of change needed, a thorough understanding of the Social Safety Net and its challenges is required.

To probe these issues further, the Ottawa Police Service engaged HelpSeeker, a social innovation and technology company, to conduct a Social Impact Audit to measure the financial investments into the Social Safety Net, and to propose ways to transform responses across all sectors engaging in the delivery of social services, including police responses.

This analysis builds on existing calls for transformation or community safety and well-being. While this research focuses in the short term on funding of the Social Safety Net, it also supports the case for a paradigm shift — across the entire Social Safety Net — toward a transparent and coordinated system that champions equitable community safety and well-being.

1.1 Defining Ottawa's Social Safety Net

Canada's Social Safety Net, including Ottawa's, is composed of a range of social programs, benefits and supports for individuals experiencing hardship, and is delivered by diverse players, including local, provincial/territorial, and federal governments, public and non-public charities, nonprofit organizations, and private-sector entities.

Some of these supports are delivered directly by service providers to community members themselves (e.g. shelters provide beds to those experiencing homelessness), while other programs offer a benefit (e.g., income assistance, tax credits, etc.). This report aims to locate as much information as possible about financial flows into all these supports.

The report focuses on a subset of the Social Safety Net, namely, services delivered to support community and individual well-being and mitigate vulnerability via charities and other nonprofits. To date, the mapping of available civil society efforts does not include informal supports or grassroots efforts, nor private sector operations contracted through government or philanthropic investments. As such, the investments analyzed are not fully representative of all funds expended to support social outcomes.

1.2 Findings

- In total, an estimated \$6.8 billion per year (as analyzed from 2018 to 2020) is allocated to social services investments in Ottawa, accounting for a \$6,389 per capita investment.
- Direct government transfers account for over 50% of all social services investments in Ottawa, followed by funding the operation of charities and financial investments made by the City of Ottawa.

Federal Investments

- The majority of federal grant investments in Ottawa's Social Safety Net are being made through Employment and Social Development Canada (ESDC).
- Significant investments to the Social Safety Net from the federal government come from government transfers. These account for 8.6% of total income in the community, compared to 7.3% in 2006.
- The largest federal investment growth from 2018 to 2020 was in Indigenous Services Canada (a more than 9-fold increase, from \$12 million to \$118 million). However, few recipient organizations received year-over-year funding.

Provincial Investment

- Provincial sources of funding account for approximately 50% (over \$4.5 billion) of total charitable revenues annually.

Municipal Investment

- Among the social-services investments made by the City of Ottawa (totalling \$787 million), the majority of investments were directed towards Protection of Persons and Property (71%), followed by Social & Family Services (23%), then Social Housing (6%).
- Total police expenditures account for, on average, 48% of the Protection of Persons and Property budget.
- From 2018 to 2020, health spending from the City of Ottawa for mental health and addiction services have been continually increasing. From 2019 to 2020, there was a 4% increase, going from \$488 million (2019) to \$507 million (2020).

Ottawa Police Service

- Financial allocations to Ottawa's Social Safety Net account for 41% (\$146.9 million) of the total Ottawa Police Service budget.
- Frontline services account for over 65% of social services investments by the Ottawa Police Service, followed by investments in community relations and frontline specialized support.

Charitable Expenditures

- In 2018, there were 1,444 registered charities in Ottawa, registering total revenues of over \$9.5 billion. In 2020, both the number of charities and total revenue fell, now totalling 733 charities, with total revenues of about \$8.96 billion.
- The subset of charities dedicated to the provision of Community & Social Services (~25%) had total revenues of \$1.2 billion, with 5.8% of all revenues coming from the City of Ottawa.
- Charities with a population focus of Indigenous, refugees, 2SLGBTQI+ and veterans received the lowest amounts of funding in the community, relative to selected HelpSeeker service categories.
- Between 2018 and 2020, charities tagged as *safety and abuse* (i.e., including services related to domestic violence, safety, sexual abuse, and human trafficking) in the HelpSeeker Systems Map received the lowest amounts of funding among selected HelpSeeker service categories. Meanwhile, activities tagged as *Info & Referral* were among the most funded of selected activities.

1.3 Recommendations

The Social Safety Net has grown more complex and diversified over the last 30 years. Once a government instrument, the Social Safety Net now represents a monolith of partners, relationships, priorities, and financial investments. It is no longer an instrument of social support, but represents an ecosystem of interdependent activities delivered by interdependent actors capable of driving immense social change — if it is calibrated to do so.

Presently, there are thousands of service elements in Ottawa representing a vast array of activities and supports. Nonetheless, concerns about persistent homelessness, substance use, and poor mental health, and long-standing concerns about racism and discrimination, exacerbated by COVID-19, remain. As a result, there are rising tensions around police funding and demands for increased social support.

The findings from the Social Impact Audit challenge whether the adverse social outcomes seen in Ottawa, and in other communities across the country, are driven by an issue of investment, or by an overdue need for change. The city has outgrown siloed and reactive approaches, revealing an opportunity to rebuild a social safety net that champions equitable well-being across all sectors, with roles for all levels of governments, police, health, child welfare, charitable and nonprofit agencies, and more.

The Social Impact Audit is a call to action for a better alignment of efforts and resources, and a commitment to transformative change. The forthcoming Community Safety and Wellbeing Strategy — with a focus on systemic drivers such as discrimination, racism, poverty, and gender-based violence — is the sandbox from which the social ecosystem in Ottawa can forge new relationships, better partnerships, and new ways of working.

GOAL POSTS HAVE MOVED FOR POLICING



Immediate Actions

- Adopt a culture within OPS that **promotes effective, high-quality referrals**.
- Implement a **Community Crisis Support Line** by building on existing 911 processes and capabilities.
- **Leverage call data** to identify residents who would benefit from 'medium acuity' well-being supports, to reduce incidents of victimization, crime and trauma.
- Champion collaborative OPS involvement for individuals with high-systems involvement, through **coordinated access systems for housing and the Indigenous Coordinated Access system via Wabano**.
- Prioritize the development of a **CSWB multi-stakeholder roundtable** driven by an equality of voices and a common set of community values, with representation from lived experience and grassroots organizations.

Next

- Adopt a **trauma-informed approach** across CSWB stakeholders
- **Create trust** and **build relationships** between the Ottawa Police Service and First Nations, Métis and Inuit community leaders specifically as three separate stakeholder

groups with nuanced and varied perspectives with linkages to the Community Equity Council.

While it is necessary to have Indigenous representation to support strategies and solutions, the needs of each stakeholder group differ, based on legal and constitutional rights, land and sovereignty. It is also important to understand the unique role that urban Indigenous organizations and service providers play.

- Champion collaborative OPS involvement, where not already present, in integration and initiatives on the ground for individuals with high-systems involvement, through coordinated access systems for housing and the **Indigenous Coordinated Access system**, in order to support navigation efforts outside of police interventions. This work is Indigenous-led and represents an opportunity to learn and support the community in a culturally safe and appropriate way.
- Conduct a **Service and Referral Analysis** of entities and organizations in the social ecosystem to identify service duplication and gaps, and measure the strength of relationships and referrals, according to priority populations and social issues. In particular, the analysis should focus on the mental health continuum, addictions and recovery continuum, and services for people who identify as Black, Indigenous, or other People of Colour (BIPOC). The exploration should include mapping the availability of 24/7 support and ease of ability to access these services. Navigation and referral pathways for Inuit-identifying individuals, and women experiencing violence, should also be reviewed.
- Use a **supply / demand approach** for the Community Safety and Wellbeing priorities, such as housing and mental health, that calculates the required investment in social infrastructure required to meet current and anticipated needs.

Together, the findings from the Supply / Demand Analysis and the Service and Referral Analysis will determine whether Ottawa has a complete and functioning Housing and Recovery Continuum, and whether service levels are adequate to meet need, and these will **inform prioritization and funding alignment**.

- Champion the creation of a **Community Safety & Well-Being Funders Table** that brings the highest-level decision-makers from governments and private and philanthropic sectors to provide strategic direction to achieve better alignment on

common social objectives, including homelessness, safety, mental health, and other needs. This could eliminate redundant committees, boards, organizations or positions, and redistribute resulting cost savings to frontline services.

- Develop an evidence-based **integrated investment framework** for any funded or government-delivered interventions, programs, services, or benefits. All investment should flow through a consistent procurement and performance management process, with strategic governance and oversight provided by the **Community Safety & Well-Being funders table**. Philanthropic and other government funders should be encouraged to co-invest/stack through the same mechanism to maximize impact.
- Prioritize the development of a **CWSB multi stakeholder roundtable** driven by equality of voices and a common set of community values, with representation from lived experience and grassroots organizations.
- Develop an ecosystem-wide accountability mechanism for people receiving social support to **provide feedback on service quality, value and efficacy**. This will also support the CWSB Plan's commitment to address discrimination, racism and marginalization.
- Champion the development of a transparent **ecosystem-wide outcomes framework** to measure performance and accountability of all ecosystem actors against the CWSB Plan's priority areas.
- Publish outcomes and services using disaggregated data to **enable equity analyses on gender, Indigeneity and race**.
- Encourage transparency in future Social Impact Audits by encouraging publicly funded entities and donor recipients to enhance **data availability and service information**.

2 METHODS

2.1 Social Impact Audit (SIA)

A Social Impact Audit (SIA) is a systematic approach developed by HelpSeeker that captures and analyzes all funding sources in the Social Safety Net of a region, to help decision-makers measure social return on investment. This involves working with a variety of datasets and decision-makers to gain access to critical information.

2.1.1 Why are SIAs important?

The SIA is a key first step in any assessment of service effectiveness and efficiency because it provides decision-makers with an analysis of all current financial investments and resources available in a community's Social Safety Net. SIAs enable a community and its decision-makers to look at the Social Safety Net as a whole, to better track the types of services to which funds are being allocated, and to promote overall transparency and accountability. Lastly, the SIA aims to help communities follow the flow of financial investments, and assess where funding comes from, and the types of programs and services funding is directed to. In doing so, the SIA also sets the groundwork to implement coordinated models of service delivery in the future.

2.1.2 How are SIAs accomplished?

HelpSeeker has obtained the following datasets for analysis in this project, allowing for year-over-year comparisons in investments between 2018 and 2020. This data supports the financial flows analysis to determine the available funding moving into various entities in the community's Social Safety Net. All this information is available publicly online, and does not disclose any private information. Datasets analyzed for this project came from:

- Canada Revenue Agency
- Government of Canada Proactive Disclosure
- Municipal data
- Protective Services
- Canadian Institute for Health Information
- Statistics Canada Census

The primary financial data used for SIAs is sourced through the Canada Revenue Agency (CRA). As such, this analysis relies on the accuracy and the timeliness of the information provided to the CRA.

2.2 Analysis Approach

In the social services sector, it is expected that funding allocations and investment strategies in communities should be adapted to most effectively address emerging needs and evolving priorities. The following report compiles and analyzes aggregate information available regarding funding sources at the service delivery level in Ottawa, Ontario. The data analysis explores both the financial investments in Ottawa's Social Safety Net and the programs and services available in the community, using the HelpSeeker dataset to identify possible gaps in funding and service provision, and to optimize opportunities.

2.2.1 Systems Mapping

Systems Mapping is a systematic approach to mapping all the programs, locations, helplines, and benefits available to people seeking help in the social sector. HelpSeeker systems mapping provides a comprehensive real-time inventory of community services, and categorizes all programs by target population, eligibility criteria, geographic scope, and service model (including real-time occupancy) to show which resources are available.

To create an up-to-date picture of the Social Safety Net in Ottawa, the [HelpSeeker systems map](#) was used to collect information about the different community and social services available. The result is a comprehensive systems map of Ottawa's Social Safety Net that uses a common taxonomy and tagging system to describe the map listings as accurately as possible. The HelpSeeker systems map is kept up to date with real-time information as service providers update their own listings and the dedicated systems mapping team continually refreshes and updates the national map with new information.

2.2.2 Cross-Referencing Financial Data with Systems Mapping Data

Financial data alone is an incomplete picture of how funds are used by organizations to meaningfully impact the community, particularly in the absence of outcomes data. However, by aligning the merged financial datasets with the HelpSeeker systems mapping data, a clearer vision of how these funds are used and who they benefit emerges.

This is accomplished in part by assigning HelpSeeker categories from systems mapping to each entity listed in all financial datasets used for this project. Note that organizations not providing direct services to individuals and families in the community are not included in the analysis.¹ There is manual categorization of entities when coding does not allow for a

¹ This excludes organizations such as churches (unless providing food or clothing, for instance), cemeteries, museums, councils, private and public schools, etc.

complete merging of datasets. Further details on the methodology used for this process are provided in the [Service Mix](#) section of this report.

2.3 Description of Datasets

HelpSeeker, under contract with the Ottawa Police Service, has secured and processed the following datasets for analysis in this project. Note that all this information is obtainable under FOIP and does not disclose any private information; rather, it supports the financial flows analysis to determine the available funding moving into various entities in Ottawa’s Social Safety Net.

HelpSeeker’s partnership with the Ottawa Police Service to develop a real-time systems map of available support services across Ottawa, currently numbering over 10,786 services, was also leveraged in the analysis.

Table 2-4. Secured datasets.

Name	Overview	Time Frame
Financial Datasets		
List of Charities and Charity Information Return (Form T3010)	Provides information from the registered charity information return corresponding to the form T3010 and from corresponding schedules with financial statements of each charity, such as assets, revenues, expenditures, and compensations. Information updated as of May 2021.	2018-2020
City of Ottawa Budget & Annual Report	This dataset details the total funding distribution for the City of Ottawa by funding to different segments/types of services.	2018-2020
Ottawa Police Service (OPS)	This dataset details the Operating & Capital Budgets for the Ottawa Police Service (OPS). The data available is organized by programs of funding.	2018-2020
Canadian Institute for Health Information (CIHI)	This dataset details private and public sector health expenditure by use of funds in Canada. Allocations to different settings of care are also provided.	2018-2019
Statistics Canada – Government Transfers	Information on the amount of money invested in government transfers, which cover a range of social assistance programs for various socio demographic populations.	2016
Systems Mapping Datasets		
HelpSeeker Data	Social Services Ecosystem	2021

2.4 Limitations

Some limitations with the main CRA dataset analyzed result from the time lag between submission and publicly available data to the CRA. In particular, while all charities are required to file their T3010 within 6 months of their fiscal year-end, some registered charities file their returns late. Therefore, the financial information used for this analysis relies on the information returned by charities to the CRA for 2018, 2019 and 2020 (as of July 2020).

Further, while the financial information used for this report relies mainly on charities in Ottawa, these groups represent only a portion of the total Social Safety Net in the community. This report also includes other financial information allocated to other relevant organizations from the municipal, provincial and federal governments. Those nonprofits that are not registered charities are not subject to the same levels of financial reporting as those located in the CRA dataset, so the financial information analyzed here does not represent a full picture of the monetary allocations to Ottawa's Social Safety Net. There are also other entities, such as private counsellors or treatment centres, which may receive public funding, donations, and fees for service. These play key roles in the Social Safety Net, yet remain unknown from a financial analysis perspective.

Lastly, the report does not quantify the value added by civil society entities (non-governmental agencies engaged in humanitarian work) that advance well-being and safety outside formalized entities, although such grassroots, voluntary, and natural supports are essential to the operation of the Social Safety Net.

These are important gaps in fully analyzing the information, and must be considered in any interpretation of the findings presented here. As a result, it is not known how large the Social Safety Net truly is at this time, because of data availability limitations.

3 UNDERSTANDING INVESTMENTS IN OTTAWA'S SOCIAL SAFETY NET

Transparency of investments is essential to any systems change effort: being accountable and transparent with public funds helps maintain public trust in the sector, and enables the public to understand why decisions are being made.

The following section outlines the amounts, objectives, and sources of investments in direct services that have been put to use to advance well-being and mitigate social issues in Ottawa.

3.1 Total Investments in Ottawa

Figure 3-1 and Table 3-1 outline the investments, on a percentage basis, made by different funding sources.

Figure 3-1. Social services investments made in Ottawa, 2018-2020.

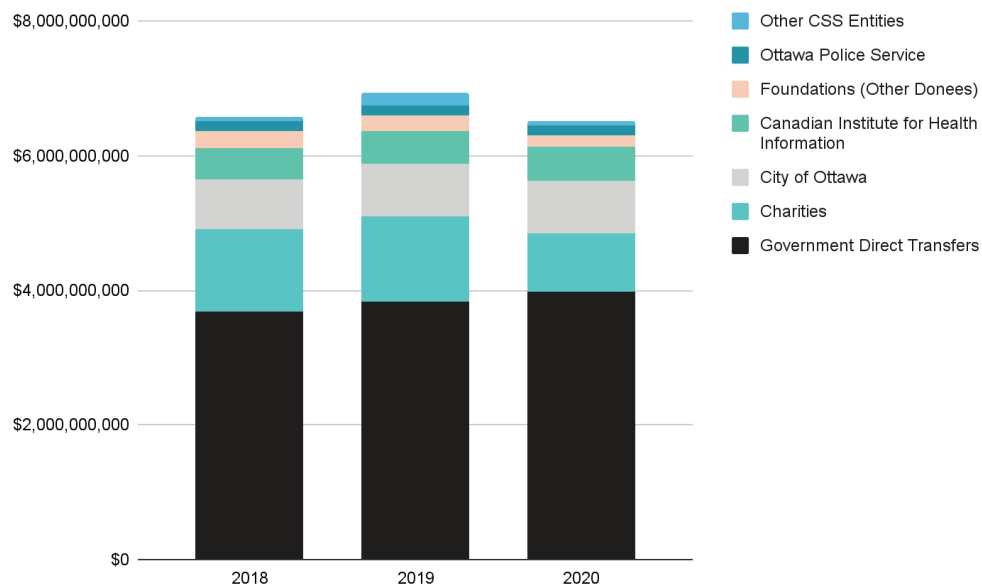


Table 3-1. Investments made to Ottawa's Social Safety Net, 2018-2020.

	2018	2019	2020	2018	2019	2020
Government Direct Transfers	45%	47%	50%	45%	47%	50%
Charities	15%	16%	12%	15%	16%	12%
City of Ottawa	12%	13%	12%	12%	13%	12%
Canadian Institute for Health Information	6%	6%	6%	6%	6%	6%
Foundations (Other Donees)	3%	3%	3%	3%	3%	3%
Ottawa Police Service	2%	2%	2%	2%	2%	2%
Other CSS Entities	1%	1%	1%	1%	1%	1%

Direct Government Transfers	\$3,674,780,346	\$3,821,771,559	\$3,974,642,422	54.8%	54.0%	59.9%
Charities	\$1,240,185,583	\$1,281,557,909	\$861,885,611	18.5%	18.1%	13.0%
City of Ottawa	\$726,309,000	\$766,040,000	\$787,400,000	10.8%	10.8%	11.9%
Canadian Institute for Health Information	\$475,311,273	\$488,833,094	\$507,950,523	7.1%	6.9%	7.6%
Foundations	\$256,153,995	\$245,797,979	\$178,485,931	3.8%	3.5%	2.7%
Ottawa Police Service	\$143,247,000	\$143,016,306	\$146,908,264	2.1%	2.0%	2.2%
Mental Health & Addiction Charities	\$129,342,190	\$136,424,048	\$130,544,734	1.9%	1.9%	2.0%
Other CSS Entities	\$66,233,353	\$187,671,676	\$52,825,538	1.0%	2.7%	0.8%
Total	\$6,711,562,740	\$7,071,112,571	\$6,640,643,023	100%	100%	100%

From 2018 to 2020, investments in Ottawa’s Social Safety Net have remained fairly consistent, amounting to \$6.6 billion in 2020. Throughout these years, direct government transfers continue to account for over 50% of all social services investments in Ottawa, followed by charities, and then by investments made by the City of Ottawa. Sources that account for smaller investments in Ottawa’s Social Safety Net include the Ottawa Police Service (2.2%, 2020), charities providing mental health and addiction services (2%, 2020), and other Community and Social Services (CSS) entities (0.8%, 2020).

During this period, the amount invested by charities, as a percentage of the total investments, decreased from 19%, or \$1.2 billion (2018), to 13%, or \$862 million (2020).² During that same period, direct government transfers, as a percentage of all investments, increased from 55%, or \$3.7 billion (2018), to 60%, or \$4 billion (2020).

² Charitable information for the 2020 year has been obtained up to and including July 2020. For more details, please see Methodology.

3.2 Direct Government Transfers

Government transfers cover a range of programs. For example, Employment Insurance provides temporary income assistance to those who lose their job or are absent because of illness, childbirth or adoption.. The Canada Pension Plan and the Quebec Pension Plan are the two public pension plans in Canada. Old Age Security, including the Guaranteed Income Supplement, provides financial support to qualified seniors. Child tax benefits and other child credits or allowances are for eligible families with children. Other government transfers include social assistance from provincial and municipal programs, Workers' Compensation benefits, the GST/HST Credit, and provincial refundable tax credits.

According to the 2006 census, about 7.3% of total income was obtained through direct government transfers, amounting to about \$2.4 billion. A decade later, in 2016, it was identified that direct government transfers amounted to about \$3.4 billion. This is a 40% increase during a 10-year period. Based on this information, calculations were made to estimate the value of direct government transfers for 2017-2020 (Table 3-2), based on an assumed consistent increase of about 4% per year.

Table 3-2. Direct Government Transfers

Year	Amount (\$) of Direct Government Transfers
2006	\$2,426,641,507
2016	\$3,397,541,000
2017*	\$3,533,442,640
2018*	\$3,674,780,346
2019*	\$3,821,771,559
2020*	\$3,974,642,422

Figure 3-2. Direct Government Transfers

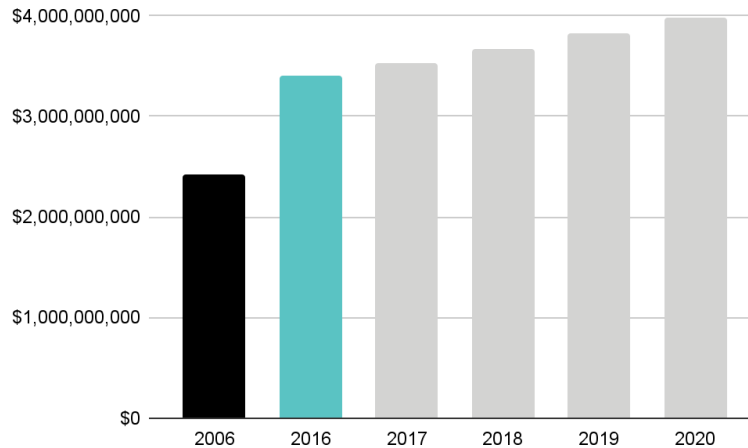


Table 3-2 and Figure 3-2 show the estimated growth in direct government transfers between 2006 and 2016, and annually thereafter. It is estimated that in 2020, direct government transfers totalled nearly \$4 billion. Additionally, it is estimated that investments through direct government transfers will continue to grow in the future. This suggests that direct government transfers will continue to play an important role as a source of income for many individuals and households.

3.2.1 Deep Dive: Government of Canada

The federal departments included individually in the analysis below relate to the Social Safety Net. In Table 3-2.1, the category of 'other' includes federal government ministries and departments not related to the Social Safety Net (for example, departments dealing with agriculture, environment, fisheries, etc.). Comparing federal departments that have a mandate related to the Social Safety Net to those with an unrelated mandate allows us to compare the financial allocations between these two types of federal departments, and observe how these allocations have changed over time.

According to the Federal Grants and Contributions dataset, federal contributions to organizations in Ottawa increased between 2018 (\$3.9 billion) and 2019 (\$4.5 billion). However, in 2020, the total fell by 71%, to just over \$1.3 billion (Table 3-2.1). These amounts include the 'other' departments category, that is, departments without a mandate to the Social Safety Net.

Table 3-2.1. Source of Funding to Organizations in Ottawa by Department, Government of Canada 2018-2020.

Ministry	2018		2019		2020	
	Allocation	Percentage	Allocation	Percentage	Allocation	Percentage
Department for Women and Gender Equality	\$0	0%	\$19,990,778	0%	\$23,105,866	2%
Employment and Social Development Canada	\$59,142,055	2%	\$481,000,000	11%	\$300,065,713	23%
Immigration, Refugees and Citizenship Canada	\$107,539,804	3%	\$82,037,377	2%	\$159,205,364	12%
Indigenous Services Canada	\$12,312,615	0%	\$47,186,513	1%	\$118,708,975	9%
Public Safety Canada	\$5,944,156	0%	\$4,315,469	0%	\$46,119,195	4%
Status of Women Canada	\$8,721,962	0%	\$30,000	0%	\$0	0%
Veterans Affairs Canada	\$571,861	0%	\$47,529,818	1%	\$15,478	0%
Subtotal – Social Safety Net-related Departments	\$194,232,453	5%	\$682,089,955	15%	\$647,220,591	49%
Other	\$3,744,231,082	95%	\$3,870,000,000	85%	\$660,741,040	51%
Total	\$3,938,463,535	100%	\$4,550,000,000	100%	\$1,307,961,630	100%

Contributions from departments with a Social Safety Net mandate together account for 5% and 15% of the total federal contributions in 2018 and 2019, respectively, primarily from Employment and Social Development Canada, and Immigration, Refugees and Citizenship Canada. However, in 2020, this increases to 49% of federal contributions coming from departments with a Social Safety Net mandate.

The largest contribution growth from 2018 to 2020 was from Indigenous Services Canada (\$12 million to \$118 million), followed by Public Safety Canada, (\$5.9 million to \$46 million), and Employment and Social Development Canada (\$59 million to \$300 million). Conversely, contributions from Veterans Affairs Canada decreased by \$571 thousand to \$15 thousand.

3.2.1.1 Indigenous Services Canada

The department of Indigenous Services Canada (ISC) aims to improve access to high-quality services for First Nations, Inuit and Métis people, and support Indigenous peoples to independently deliver services and address the socioeconomic conditions in their communities.

Table 3-2.1.1 outlines the organizations to which grants and contributions were directed from the federal government from 2018 to 2020. It is unknown whether any part of this funding was allocated for operating or capital expenditures for each organization.

Table 3-2.1.1 Entities Funded by Indigenous Services Canada Government of Canada, in Ottawa, 2018-2020.

Entity	2018	2019	2020
National Aboriginal Capital Corporations Association	\$0	\$0	\$114,375,000
Inuit Tapiriit Kanatami		\$29,429,917	
Native Women's Association Of Canada	\$7,615,336	\$0	\$0
Université d'Ottawa	\$0	\$7,500,000	\$0
Métis Nation Of Ontario	\$0	\$6,588,577	\$0
Métis Voyageur Development Fund	\$0	\$940,000	\$2,450,000
AFOA Canada	\$2,346,155	\$0	\$0
National Aboriginal Circle Against Family Violence	\$0	\$1,201,025	\$0
Inuuqatigiit Centre for Inuit Children, Youth, and Families	\$332,766	\$0	\$683,691
Pauktuutit Inuit Women Of Canada	\$866,770	\$0	\$0
Colliers Project Leaders Inc And Keewatin Aski Ltd In Joint Venture	\$851,588	\$0	\$0
First Nations Housing Professionals Association	\$0	\$0	\$777,700
Métis National Council	\$0	\$699,975	\$0
Nunavut Sivuniksavut	\$0	\$434,577	\$0
Canadian Indigenous Nurses Association	\$0	\$0	\$250,000
Indigenous Clean Energy-Social Enterprise	\$0	\$217,500	\$0
Wabano Centre For Aboriginal Health	\$200,000	\$0	\$0
Ottawa Health Services Network Inc.	\$0	\$0	\$123,084
Makonsag Aboriginal Head Start Inc.	\$100,000	\$0	\$0
Inuit Broadcasting Corporation	\$0	\$50,000	\$0
Inuit Circumpolar Council (Canada) Inc.	\$0	\$0	\$49,500
Canadian Association Of Optometrists	\$0	\$42,034	\$0
Trucking HR Canada	\$0	\$35,248	\$0
Congress Of Aboriginal Peoples	\$0	\$35,000	\$0

Indigenous Learning Centre (Ilc)	\$0	\$12,660	\$0
Total	\$12,312,615	\$47,186,513	\$118,708,975

With the exception of the Métis Voyageur Development Fund, there was no consistent funding year over year for most of the entities. The National Aboriginal Capital Corporations Association and Inuit Tapiriit Kanatami have received most of the total funding allocated from the department between 2018 and 2020 (81%), most of this in 2019 and 2020.

The National Aboriginal Capital Corporations Association is the umbrella organization for a network of 59 Aboriginal Financial Institutions (AFIs) across Canada that support economic development and the unique and specific needs of 50,000 small and medium-sized enterprises (SMEs), with loans in Indigenous communities all across Canada.³ The Inuit Tapiriit Kanatami’s mandate is to support the well-being and health of Inuit across their territories, and represent them at the national level, with their headquarters in Ottawa.⁴

3.3 Charitable Sector – Canada Revenue Agency

Registered charities are defined by the Canada Revenue Agency (CRA) as ‘charitable organizations’, ‘public foundations’, or ‘private foundations’ that are created and reside in Canada, do not pursue profit, and use resources only for charitable activities and purposes such as the (1) relief of poverty, (2) advancement of education, (3) advancement of religion, or (4) other purposes that benefit the community. Charitable organizations, public foundations, and private foundations differ in their structure, funding, operation, and tax requirements.

Charities are exempt from paying tax on their income, and the federal government allows taxpayers to claim a tax deduction or a tax credit for charitable donations to reduce the income tax they pay. Charities provide services that people might otherwise expect the government to provide directly, though many charities do receive revenues from different levels of government. It is therefore important to examine investments made by charitable organizations to understand their role in the Social Safety Net. By tracing investments from a variety of sources, we can more accurately determine funding sources, and the types of programs and services being funded.

³ <https://nacca.ca/>

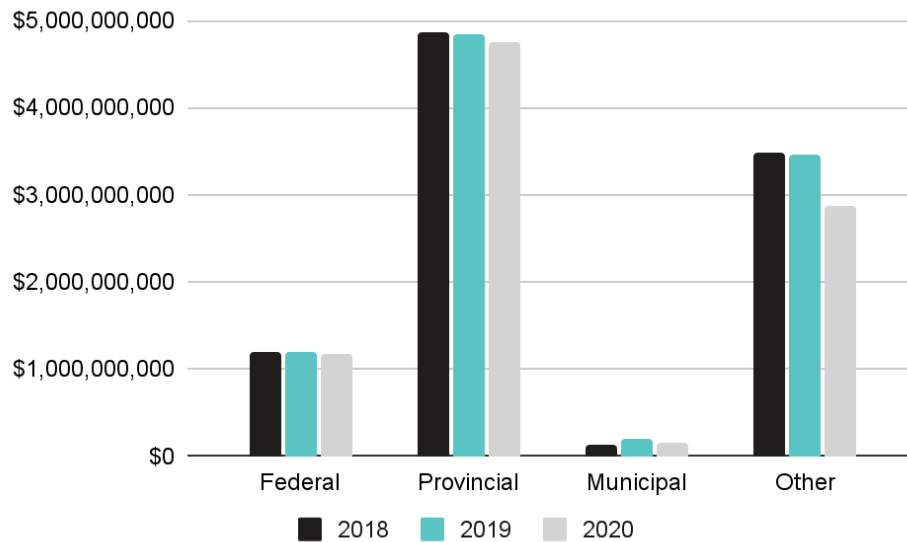
⁴ <https://www.itk.ca/>

3.3.1 Revenues

In 2018, there were 1,444 registered charities in Ottawa, reporting total revenues of over \$9.5 billion. In 2020, both the number of charities and total revenues fell, now totalling 733 charities, with total revenues of about \$8.96 billion. Charities with a focus on health account for about 50% of total revenues, followed by charities with a focus on education (28-30%), and then community and social services charities (10-13%).

As seen in Figure 3-3.1, provincial government sources of funding account for about 50% (over \$4.5 billion) of the total revenues for charities each year, followed by 'other' sources (e.g., donations, fundraising activities, investments, and sale of goods and services), which account for about 35% of revenues (\$3.2 billion) on average each year. Municipal sources provide the lowest revenues, averaging about 1.7% (\$165 million) in 2018 to 2020.

Figure 3-3.1. Ottawa Charities by Source of Funding, CRA 2018-2020.



As seen in Table 3-3.1, while municipal investments represented the smallest funding amounts, they showed the greatest change from year to year on a percentage basis, with a 48% increase (\$140 million to \$208 million) from 2018 to 2019, and a 30% decrease from 2019 to 2020 (\$208 million to \$146 million) (Table 3-3.1). Revenue from 'other' sources of funding also experienced a decrease from 2019 to 2020 of about 17% (\$3.4 billion to \$2.8 billion).

Table 3-3.1. Ottawa Charities by Source of Funding, CRA 2018-2020.

Total	Revenue			Percent Change vs Previous Year		
	2018	2019	2020	2018	2019	2020
Federal	\$1,192,416,147	\$1,205,087,717	\$1,178,253,515	--	1%	-2%
Provincial	\$4,877,624,110	\$4,837,870,268	\$4,758,432,327	--	-1%	-2%
Municipal	\$140,626,916	\$208,137,427	\$146,603,274	--	48%	-30%
Other	\$3,478,311,676	\$3,464,032,410	\$2,877,966,043	--	0%	-17%
Total Revenues	\$9,688,978,849	\$9,715,127,822	\$8,961,255,159	--	0%	-8%

3.3.1.1 Deep Dive: Community and Social Services Programs

Approximately 25% of all charities are specifically dedicated to providing Community and Social Services (CSS). CSS charities have a mandate to address social issues, such as homelessness and the alleviation of poverty. In 2018, charities with a CSS mandate had total revenues of approximately \$1.2 billion. This decreased by about 30% in 2020, amounting to almost \$862 million. In 2018 and 2019, the largest percentage of funding of charities in the CSS sector came from 'other' sources, followed by federal and provincial sources (Figure 3-3.1.1a).

In 2020, two major changes occurred:

- Total revenues for community and social services programs decreased by 33%, with the largest decreases from municipal sources (a 65% drop) and other sources (a 50% drop).
- Federal sources now account for the largest percentage of total revenues, as compared to 'other' sources, the leader in previous years (Table 3-3.1.1a).

Large decreases in municipal revenues and 'other' revenues, such as donations and fundraising activities, are significant, as CSS charities rely heavily on these sources to operate. Across the country, COVID-19 restrictions on public gatherings, limiting charities' ability to host fundraising and community outreach activities, may have contributed to this decrease in revenues to support operating costs.

Figure 3-3.1.1a. Community & Social Services Charities by Source of Funding, CRA 2018-2020.

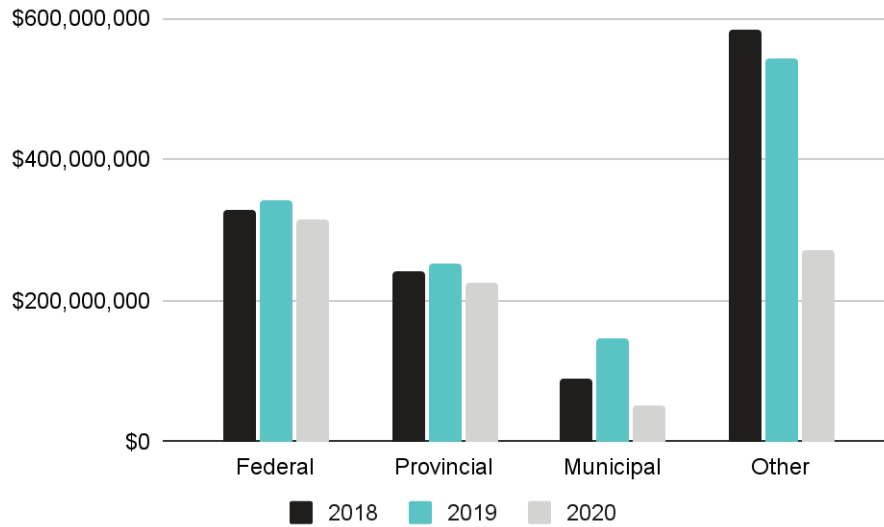


Table 3-3.1.1a. Community & Social Services Charities by Source of Funding, CRA 2018-2020.

Community & Social Services	Revenue			Percent Change		
	2018	2019	2020	2018	2019	2020
Federal	\$327,711,380	\$341,722,808	\$314,639,097	--	4%	-8%
Provincial	\$240,233,216	\$251,217,226	\$225,779,452	--	5%	-10%
Municipal	\$88,434,468	\$145,551,010	\$50,313,554	--	65%	-65%
Other	\$583,806,519	\$543,066,865	\$271,153,508	--	-7%	-50%
Total Revenues	\$1,240,185,583	\$1,281,557,909	\$861,885,611	--	3%	-33%

Table 3-3.1.1b outlines the revenues from selected CSS and health charities in Ottawa's Social Safety Net. Revenue is sorted by category and program function under each specific category.

Investments in these charities steadily decreased from 2018 to 2020. In 2018, these amounts totalled \$2.7 billion, but fell to \$2.2 billion in 2020, a reduction of approximately 17% (Table 3-3.1.1b). Investments in all service categories decreased, except Relief of the Aged. As the population in Ottawa continues to age, the demand for health supports for older adults may continue to grow, requiring more resources to maintain these services.

Other categories with notable investments in 2020 include Supportive Health Care (\$1.3 billion), Organizations Relieving Poverty (\$404 million), and Community Resource (\$330 million).

Charities providing addiction recovery programs and centres, counselling or support group programs, and rehabilitation programs and centres received, on average, \$132 million from 2018 to 2020.

Table 3-3.1.1b. Funding Totals by Category and Program Type, CRA 2018-2020.

Category	2018	2019	2020
Community Resource	\$380,811,358	\$379,656,691	\$330,284,300
Crime prevention / preservation of law & order	\$942,236	\$517,555	\$515,556
Daycare / nursery / after-school care	\$18,967,861	\$19,005,719	\$1,020,968
Employment training / rehabilitation	\$3,149,221	\$2,802,498	\$3,351,601
Facilitator organization supporting and enhancing the work of groups involved in the delivery of charitable programs	\$12,311,718	\$8,945,088	\$3,515,161
Legal assistance and services (mediation)	\$5,182	\$13,330	\$16,503
Military / family / veteran support	\$198,695	\$399,554	\$42,760
Other	\$343,649,688	\$346,156,801	\$320,463,370
Rape / sexual assault / abuse support	\$923,942	\$1,109,144	\$1,206,442
Rehabilitation of offenders	\$164,995	\$181,197	\$151,939
Youth programs and services	\$497,820	\$525,805	\$0
Complementary or A+alternative health care	\$814,047	\$844,156	\$760,461
Therapeutic programs for persons with disabilities	\$814,047	\$844,156	\$760,461
Core health care	\$129,342,190	\$136,424,048	\$130,544,734
Addiction recovery programs and centres	\$8,485,191	\$8,716,163	\$8,576,101
Counselling or support group programs	\$119,784,831	\$126,243,016	\$120,773,519
Rehabilitation programs and centres	\$1,072,168	\$1,464,869	\$1,195,114
Organizations Relieving Poverty	\$715,357,998	\$685,682,822	\$404,888,875
Operating a food bank	\$791,936	\$768,778	\$5,664
Other	\$709,667,125	\$675,319,903	\$401,087,400
Providing low-cost housing	\$326,253	\$442,399	\$286,002
Providing material assistance (clothing / computers / equipment)	\$2,782,273	\$3,556,084	\$3,383,004
Providing meals (including breakfast programs)	\$1,635	\$4,220	\$4,683
Refugee (support and settlement assistance)	\$1,788,776	\$5,591,438	\$122,122

Protective Health Care	\$303,847	\$475,145	\$0
Disaster relief	\$12,091	\$11,025	\$0
Safety council / society	\$193,084	\$281,586	\$0
Search and rescue / lifesaving services	\$98,672	\$182,534	\$0
Relief of the Aged	\$5,871,392	\$6,149,372	\$6,264,134
Home support / services (personal care / meals / housekeeping / shopping assistance / laundry / home repair)	\$39,272	\$37,527	\$53,292
Relieving isolation (companionship / accompaniment to social outings)	\$88,585	\$83,161	\$95,840
Seniors outreach programs (housekeeping / tax preparation, etc.)	\$5,743,535	\$6,028,684	\$6,115,002
Supportive Health Care	\$1,474,373,731	\$1,395,329,380	\$1,368,308,343
General health promotion / prevention	\$130,880	\$146,136	\$0
Other	\$1,464,424,198	\$1,384,932,702	\$1,357,811,922
Respite for caregivers of persons with serious health conditions	\$9,818,653	\$10,250,542	\$10,496,421
Total	\$2,706,874,563	\$2,604,561,614	\$2,241,050,847

Delving even deeper into the data, we are able to identify the charities within each category that receive the highest allocations to Community and Social Services in Ottawa. Notable key findings are presented below. For more detailed information, please refer to [Appendix A](#).

The Ottawa Hospital and Canadian Blood Services together account for almost 45% of total charity revenues from social and health-related charities contributing to Ottawa's Social Safety Net in 2020 (23%, or \$1.27 billion, and 22%, or \$1.21 billion, respectively).

In the Community Resource category, the International Development Research Centre received the largest allocation (3.5%, or \$195 million, 2020). For the Organizations Relieving Poverty category, The Ottawa Food Bank and Youth Services Bureau reported the highest allocations (2.3%, or \$30 million, each, 2020).

3.3.2 Expenditures

From 2018 to 2020, expenditures by charities in Ottawa increased in 2019, and decreased in 2020, mirroring fluctuations in charity revenues. Expenditures by charities in Ottawa

consistently amounted to 96% of their total revenues for 2018 to 2020. The majority of the charities' spending was allocated to charitable activities,⁵ such as the relief of poverty, advancement of education and religion, or other activities beneficial to the community (i.e., promotion of health, and protection of the environment). In 2020, 78% (\$6.7 billion) of total expenditures of \$8.6 billion went toward charitable activities (Table 3-3.2).

Table 3-3.2. Expenditures by Charities, CRA 2018-2020.

Expenditure Type	2018	2019	2020
Charitable Activities	\$7,952,449,727	\$8,072,823,836	\$6,730,097,032
Gifts to other qualified donees ⁶	\$167,427,349	\$121,605,890	\$38,067,878
Total Expenditures	\$9,341,183,434	\$9,422,167,746	\$8,612,867,196

3.3.3 Deep Dive: Foundations

Foundations are charitable organizations that differ in structure, funding, operation, and tax requirements.⁷ Foundations help the community support the delivery of charitable activities, such as the relief of poverty, the advancement of education, the advancement of religion, or other purposes that benefit the community. Foundations are key funders of the Social Safety Net, allocating on average \$170 million to qualified donees in Ottawa. Table 3-3.3 and Figure 3-3.3 show a 34.7% decrease in expenditures by foundations, particularly for gifts to other qualified donees in 2020, as compared to 2019, from \$193 million to \$126 million. Additionally, revenues allocated to charitable activities fell from 15% in 2018 to 9% in 2020.

Table 3-3.3. Foundation Expenditures, Ottawa 2018-2020.

	2018	2019	2020
Total Revenue	\$438,746,941	\$1,309,385,848	\$306,119,329

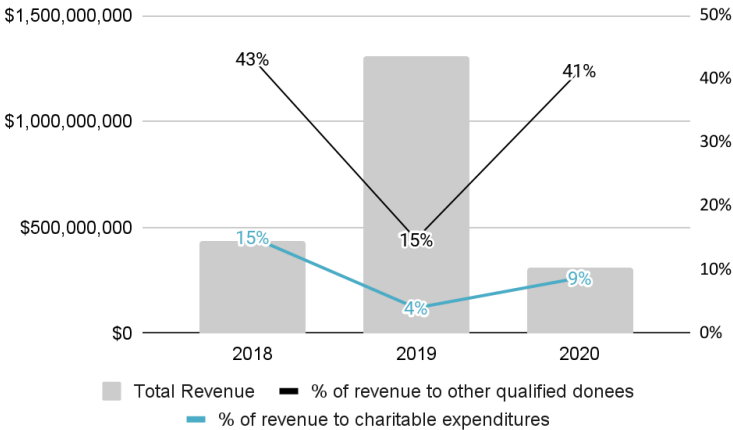
⁵ Categories of charitable purposes accessed here: <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/registering-charitable-qualified-donee-status/applying-charitable-registration/charitable-purposes.html>

⁶ Under the Income Tax Act, qualified donees are organizations that can issue official donation receipts for gifts that individuals and corporations make to them. Some examples of qualified donees include other registered Canadian charities, the Government of Canada, prescribed universities outside Canada, the United Nations and its agencies, and certain charitable organizations outside Canada to which Her Majesty in right of Canada has made a gift.

⁷ For instance, public foundations generally give more than 50% of its income annually to other qualified donees and receives its funding from a variety of arm's length donors. Its income cannot be used for the personal benefit of any of its members, shareholders, or governing officials but it may carry out some of its own charitable activities. Private foundations, in turn, carry on their own charitable activities and/or fund other qualified donees. They receive the majority of its funding from a donor or a group of donors that are not at arm's length. For more information about the differences between charitable organizations and private and public foundations, see: <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/registering-charitable-qualified-donee-status/apply-become-registered-charity/establishing/types-registered-charities-designations.html>

Gifts to other qualified donees	\$189,918,398	\$193,837,565	\$126,525,517
Charitable Activities	\$66,235,597	\$51,960,414	\$26,675,283
% of revenue to other qualified donees	43%	15%	41%
% of revenue allocated to charitable activities	15%	4%	9%

Figure 3-3.3. Foundation Expenditures, Ottawa 2018-2020.



The data allows us to identify which public and private foundations received the largest allocations. For a more detailed breakdown, please refer to [Appendix A](#).

In 2020, the three public foundations with the highest reported expenditures were the University of Ottawa Heart Institute Foundation (\$31 million), The Ottawa Hospital Foundation (\$30 million), and United Way East Ontario (\$22 million). The three private foundations with the highest reported expenditures were the Green Municipal Fund (\$29 million), Thistledown Foundation (\$6 million), and The Singhal Family Foundation (\$336,000).

3.4 The City of Ottawa

The City of Ottawa provided information pertaining to their budget and annual reports. Table 3.4 presents the investments in the City of Ottawa’s Social Safety Net according to three distinct categories:

1. **Protection of Persons and Property** consists of police, fire and other protective services. These groups maintain the safety and security of all citizens by reducing or

eliminating loss of life and property, by maintaining law enforcement, and by preserving peace and good order.

2. **Social and Family Services** include social assistance, long-term care, and childcare services. Social assistance services determine, issue, and monitor clients' eligibility for financial, social, and employment assistance. Long-term care services provide living support and supervised health services for seniors who can no longer live at home. Childcare services provide subsidized child care spaces and provide funding for wage subsidy, pay equity, and special needs.
3. **Social Housing**, with the partnership of 120 community-based agencies, provides a range of services, including housing, emergency shelters, outreach, search, and stabilization for people in the community.

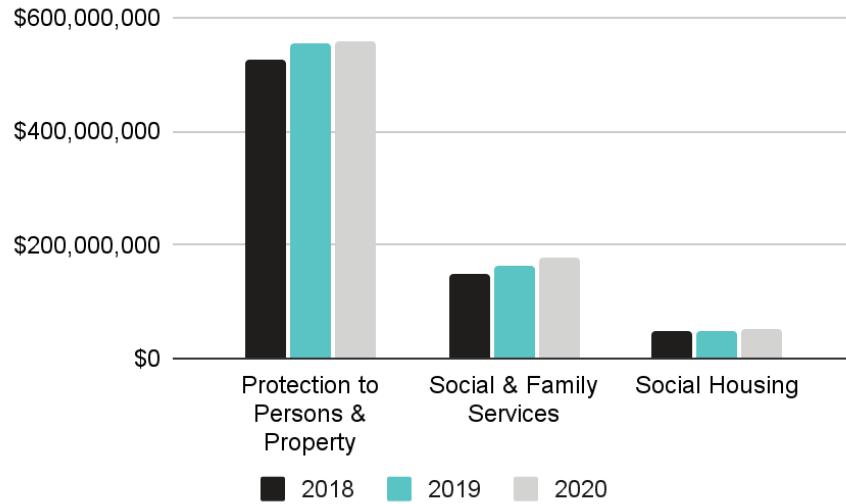
These three budget categories were selected as being most representative of community and social services priorities.

From 2018 to 2020 (Table 3-4), the City of Ottawa's total investment in its Social Safety Net increased. In 2020, among the three categories listed above, investments were \$787 million. Most of these investments were directed toward protection of persons and property (71%), followed by social and family services (23%), and then by social housing (6%) (Figure 3-4).

Table 3-4. Social services investments by category, City of Ottawa 2018-2020.

Category	2018	2019	2020
Protection of Persons and Property	\$527,805,000	\$555,386,000	\$559,430,000
Social and Family Services	\$149,477,000	\$161,836,000	\$177,781,000
Social Housing	\$49,027,000	\$48,818,000	\$50,189,000
Total	\$726,309,000	\$766,040,000	\$787,400,000

Figure 3-4. Social services investments by category, City of Ottawa 2018-2020.



From 2018 to 2020, protection of persons and property accounts for, on average, 17% of the overall City of Ottawa budget (Table 3-4). Total police expenditures account for, on average, 48% of the protection of persons and property budget.

Table 3-4. Protection of Persons and Property, and Police Expenditures, City of Ottawa 2018-2020.

	2018	2019	2020
Total City of Ottawa Budget	\$3,551,293,000	\$3,772,676,000	\$3,785,494,000
Protection of Persons and Property	\$637,309,000	\$637,309,000	\$628,673,000
Police Total Expenditures	\$294,353,000	\$306,538,000	\$318,223,000

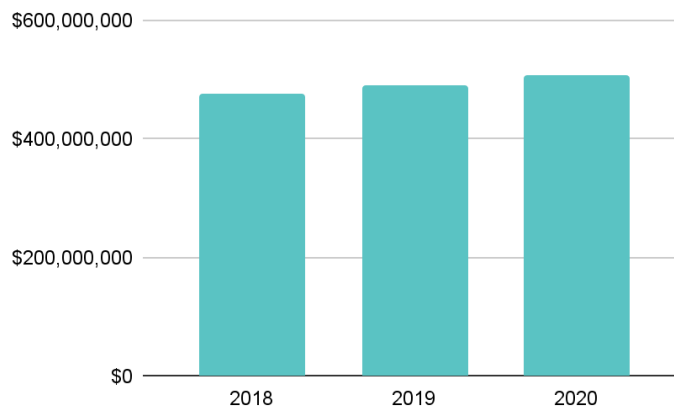
3.5 CIHI – Mental Health and Addictions (MHA)

The health expenditure data presented in this section was based on information obtained from the Canadian Institute for Health Information (CIHI). This information shows that Ontario received approximately \$96 billion for public and private health expenditures in 2018. Approximately 7%⁸ of this health spending goes to mental health and addiction (MHA) services, accounting for \$6.7 billion of all health spending. In 2018, the City of Ottawa accounted for about 7.1% of Ontario’s population. Extrapolating from this, we can estimate that MHA spending in Ottawa was approximately \$475 million (7.1% of Ontario’s spending for MHA) in 2018. See Table 3-5 for estimates for Ottawa’s MHA spending from 2018 to 2020.⁹

Table 3-5. Estimated MHA Spending, Ottawa 2018-2020.

	2018	2019	2020
CIHI – Mental Health and Addictions	\$475,311,273	\$488,833,094	\$507,950,523

Figure 3-5. Estimated MHA Spending, Ottawa 2018-2020.



From 2019 to 2020, estimated MHA spending in Ottawa showed a 4% increase, from \$488 million to \$507 million. Of note, these allocations include only services or care reported by health ministries in Canada, not funding of mental health and addictions services through other entities, such as charities.

⁸ Health System Resources for Mental Health and Addictions Care in Canada, from <https://www.cihi.ca/sites/default/files/document/mental-health-chartbook-report-2019-en-web.pdf>

⁹ These estimates assume that funding to mental health and addiction services is distributed on a per capita basis.

3.6 Other Community and Social Services (CSS) Entities

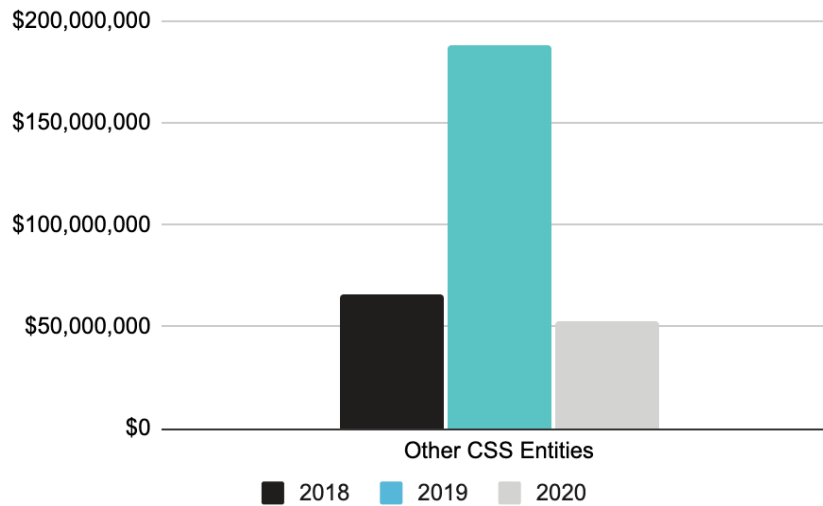
This section examines other available datasets providing additional information about other monetary investments in Ottawa's Social Safety Net, particularly direct government transfers and investments from other CSS entities.

These entities include nonprofit organizations not registered as charities with the CRA, which also receive money for social services activities. Table 3-6 shows a large spike in investments by other CSS entities from 2018 (\$66 million) to 2019 (\$187 million), dropping in 2020 to \$52 million.

Table 3-6. Investments by other CSS Entities, Ottawa 2018-2020.

	2018	2019	2020
Other CSS Entities	\$66,233,353	\$187,671,676	\$52,825,538

Figure 3-6. Other CSS Entities, Ottawa 2018-2020.



3.7 Ottawa Police Service

This dataset details the operating and capital budgets for the Ottawa Police Service (OPS). Identified subcategories were chosen for their strong relationship to Ottawa’s Social Safety Net:

1. **Executive Services.** Includes allocations to the Executive Command, Legal Services, Executive Support, Community Development (including Diversity and Race Relations), and Corporate Communications. Only allocations to Diversity and Race Relations are included in the Social Safety Net from this category.
2. **Support Services.** Includes Inspector - Courts/Temp. Custody/Victim, Court Security, Court Liaison, Victim Services, Inspector - Customer Service, Front Desk & Other Customer Service, Inspector - Communications, Communications/911, and Radio System-related Services. Only allocations to Victim Services, Court Liaison, and Communications/911 are included in the Social Safety Net from this category.
3. **Community Relations and Frontline Specialized Support.** Includes allocations to Divisional Support, Frontline Specialized Support, and Community Relations (Inspector - Community Relations, Community Safety Services, School Resource Officers, and Neighbourhood Resource Team). Only allocations to Community Relations are included in the Social Safety Net from this category.
4. **Frontline Operations Directorate.** Includes expenditures related to divisional support and fixed operations. This entire category is included in the Social Safety Net.

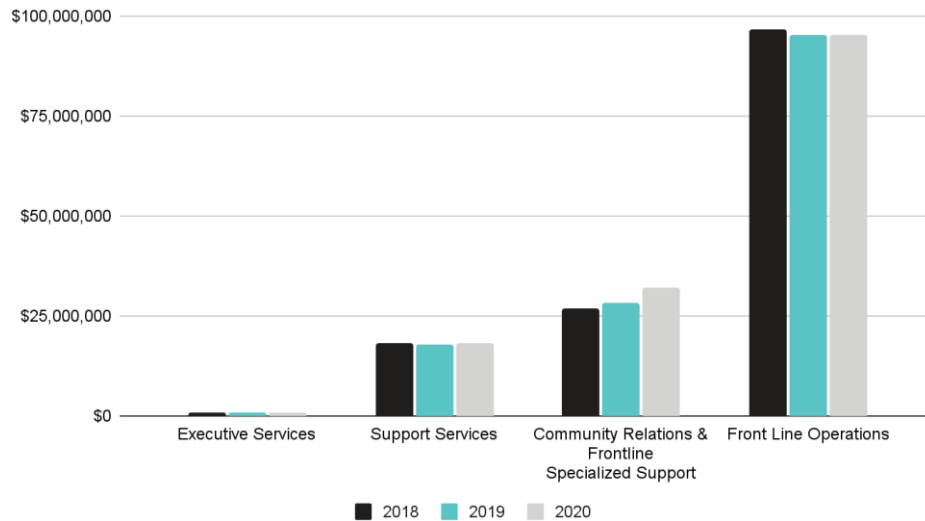
Table 3-7 and Figure 3-7 detail these expenditures and changes from 2018 to 2020. Subcategories not identified above as related to the Social Safety Net were omitted. .

Table 3-7. Ottawa Police Services, Expenditures Related to the Social Safety Net, Ottawa 2018-2020.

	2018	2019	2020
Executive Services	\$1,096,000	\$1,078,306	\$1,075,264
Support Services	\$18,416,000	\$18,072,000	\$18,357,000
Community Relations & Frontline Specialized Support	\$27,033,000	\$28,522,000	\$32,038,000
Frontline Operations	\$96,702,000	\$95,344,000	\$95,438,000
Total Social Safety Net Expenditures	\$143,247,000	\$143,016,306	\$146,908,264

Total OPS Expenditures	\$330,656,000	\$347,173,000	\$362,135,000
------------------------	---------------	---------------	---------------

Figure 3-7. Ottawa Police Services, Expenditures Related to the Social Safety Net, Ottawa 2018-2020.



In 2020, allocations to Ottawa’s Social Safety Net accounted for 41% (\$146.9 million) of the total OPS budget. Frontline services accounted for over 65% of social services investments by the Ottawa Police Service,

All social safety net categories experienced growth in investments from 2018 to 2020, with the largest increase occurring in community relations and frontline specialized support, from \$27 million to \$32 million (19%). There was an overall increase of about 10% (\$3.6 million).

3.8 Systems Mapping

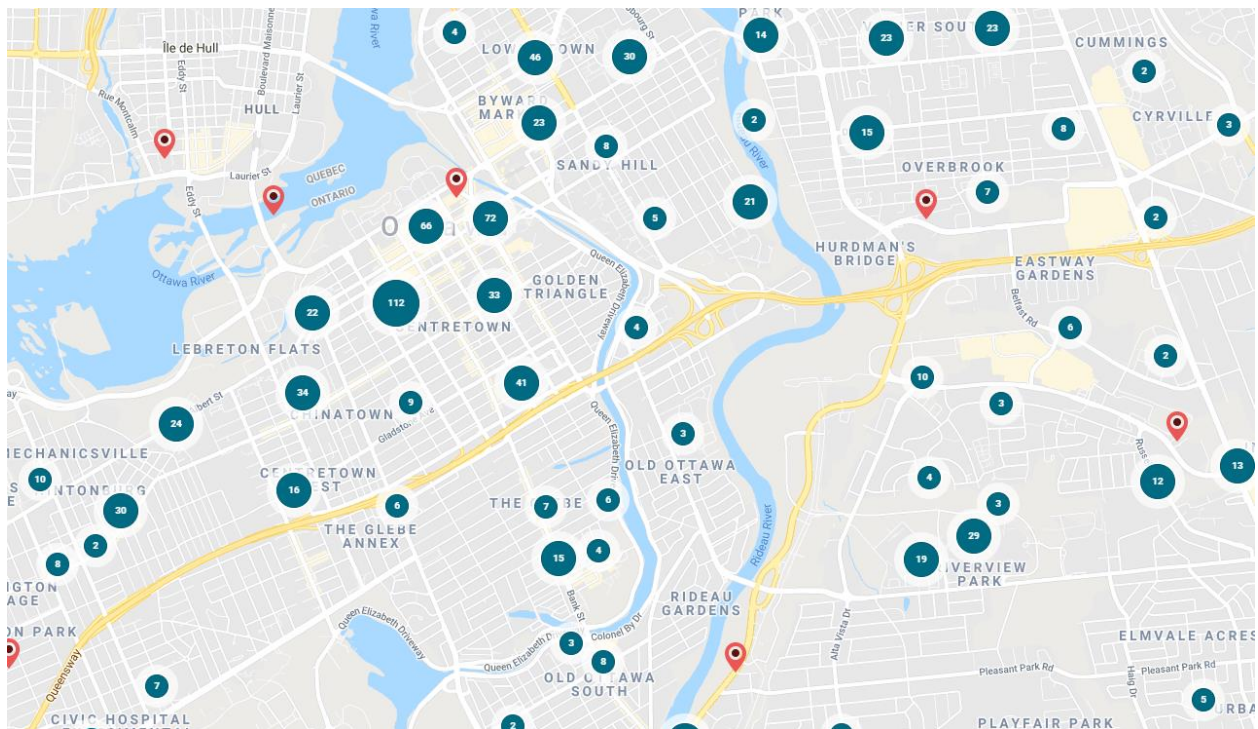
Systems Mapping is a systematic approach to mapping all the programs, locations, helplines, and benefits available to people seeking help in the social services sector.

3.8.1 Ottawa's Systems Map

Mapping out the network of services in Ottawa is integral to understanding the types of services currently available in the community, and their geographic concentrations. This enables service providers and decision-makers to assess where the social services sector is overwhelmed, and also to identify changes in the needs of the community.

As of July 2021, HelpSeeker has mapped 2,616 listings (programs, locations, benefits, and helplines) offering approximately 10,786 service elements in Ottawa. Of note, this mapping requires ongoing maintenance and updating, as services change rapidly, particularly in the COVID-19 context.

Figure 3-8.1a. Distribution of Listings Mapped in Ottawa, HelpSeeker, 2021



The infographic below outlines the number of services available in Ottawa by service category. *Basic Needs* (22%), *Mental Health & Addictions* (13%), and *Community & Belonging* (22%) together account for 57% of the total number of services available in the community.

10,786 Service Elements through 2,616 Listings Mapped in Ottawa to Date



Table 3-8.1. Service Elements by Category, HelpSeeker Listings, 2021

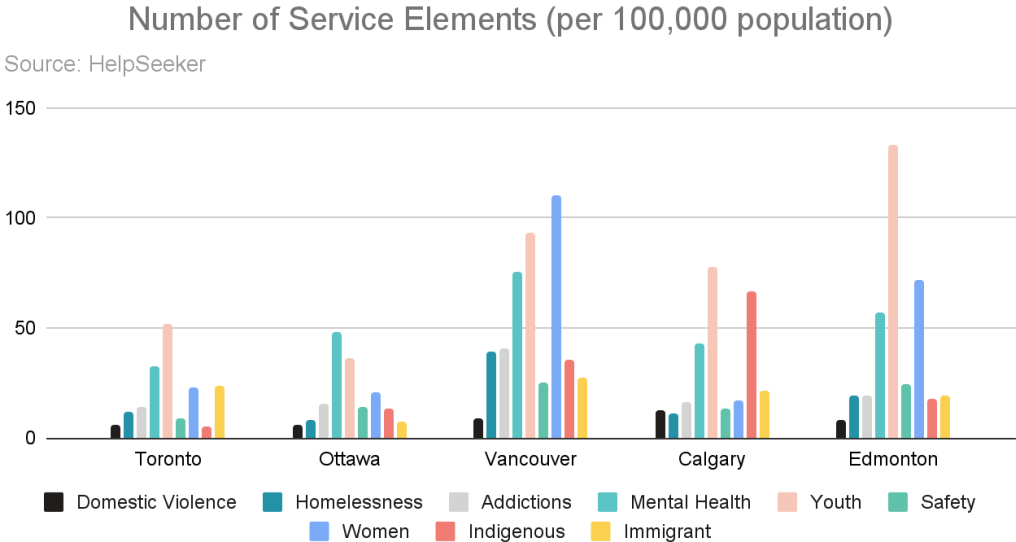
Service Categories	Ottawa	Ontario	Canada
Basic Needs	21.9%	27.2%	28.3%
Health / Medical	13.1%	11.0%	11.3%
Emergency & Disaster	7.6%	4.7%	4.6%
Families & Parenting	6.9%	10.3%	7.9%
Safety & Abuse	2.9%	3.7%	5.0%
Mental Health & Addictions	13.5%	15.5%	15.4%
Community & Belonging	21.6%	18.2%	17.2%
Information & Technology	12.5%	9.5%	10.4%

Table 3-8.1 above allows for an assessment of the service mix present in Ottawa's social services sector. The service mix in a community describes the various types of programs, benefits, and services currently available for community members. HelpSeeker's tag categories provide further insight as to which service categories may be more prominent in the community compared to others. For a detailed description of which types of services are included under each service category, please refer to [APPENDIX B: HelpSeeker Tags](#).

Examining the service mix in Ottawa, we see that the distribution of different service categories is similar to the provincial and national averages in most categories. The greatest variation is in *Basic Needs*, with 6.4% fewer services mapped for *Basic Needs* in Ottawa compared to the national average, and 5% fewer than the provincial average. *Community & Belonging* has a higher percentage of services mapped in Ottawa than both provincial and national averages. The numbers for *Health / Medical* and *Mental Health & Addictions* are similar in Ottawa, in Ontario, and in Canada. The variation in categories is likely due to local needs and structures of organizations, rather than any material difference; however, a closer examination of services available may be necessary to ensure the needs of residents are being adequately addressed.

Additionally, Figure 3-8.1b below provides a comparison of service elements across other selected major cities in Canada. The figure presents services tagged under selected HelpSeeker tags which most closely align with the priorities outlined in Ottawa’s Community Safety and Well Being plan. Among the selected HelpSeeker tags, it appears that Ottawa has less overall service elements (per 100,000) compared to the other cities. Further, out of these selected tags, service elements tagged as ‘Mental Health’ and ‘Youth’ are identified to be most frequent (48 and 36 service elements per 100,000 population, respectively). Service elements which were least tagged include ‘Homelessness’, ‘Immigrant’, and ‘Domestic Violence’ (8,7, and 6 service elements per 100,000 population, respectively).

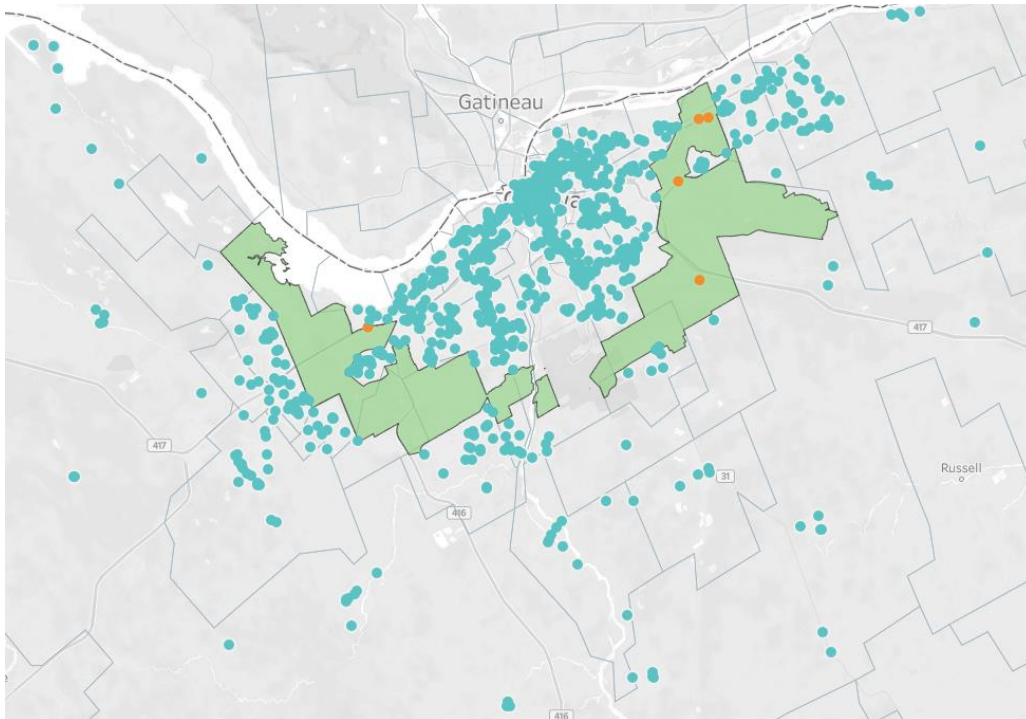
Figure 3-8.1b. Number of Service Elements (per 100,000), HelpSeeker 2021.



3.8.1.1 Deep Dive: Ottawa’s Greenbelt

To better understand the distribution of services across Ottawa, we have included Figure 3-8.1.1 which outlines this distribution alongside Ottawa’s Greenbelt. Overlaying the coordinates with our HelpSeeker map, it is observed that a higher concentration of services exist in the core of the city compared to areas within and beyond the Greenbelt. While this illustrates that services are offered in more central areas of the city, it also poses a barrier to individuals hoping to access services and are living outside and further away from the core.

Figure 3-8.1.1. Service elements and Ottawa’s Greenbelt.



To further depict the differences between core and non-core areas of the city, Table 3-8.1.1 shows that almost 40% of Ottawa’s population lives beyond the Greenbelt. This represents a significant proportion of the city which may be experiencing further difficulty in accessing services concentrated in the city core. Further integration of services for those living outside the Greenbelt may be beneficial. Additional analyses based on the proximity of a person to the city core should be explored. This will allow future research to obtain insight into any differences between residents inside and outside the Greenbelt regarding their demand for services, and help seeking behaviours.

Table 3-8.1.1. Proportion of individuals and households living within and out of the Greenbelt, City of Ottawa 2020.

Greenbelt	Population	Population (%)	Households	Households (%)
Inside	622,926	61%	268,349	65%
Outside	395,075	39%	146,199	35%
Total	1,018,001	100%	414,548	100%

3.8.1.2 Systems Mapping and Financial Information

After completing the mapping process, HelpSeeker merged the financial information provided through the CRA dataset with HelpSeeker’s inventory of programs and services in

the community. By merging both types of data, HelpSeeker is able to conduct a descriptive analysis on the total operating costs of direct services in Ottawa’s Social Safety Net. Only programs and services that provide direct support to individuals in the community are included in these analyses.

The following tables outline the monetary allocations going to all entities in Ottawa, both registered charities and other nonprofits, and the percentage of funding the team was able to trace to the CRA and Federal Grants datasets for 2018, 2019, and 2020.

As shown in Table 3-8.1.2a, in 2018, while 25% of the identified 1,444 charities in Ottawa are dedicated to the delivery of social services in the community, only 13% are listed in HelpSeeker’s database, and identified as providing social services, including direct services to individuals.¹⁰

However, 32% of total investments, through federal government grants, went to organizations providing community and social services in Ottawa in 2018.

Table 3-8.1.2a. Charities dedicated to CSS, HelpSeeker listings, 2018

2018 Category	Number of Entities	% of total CSS	% of them in HS Dataset	Funding Allocation	% of total CSS
CRA	1,444	25%	13%	\$9,688,978,849	13%
Federal Grants for selected department	959	13%	15%	\$194,382,954	32%

These numbers are similar for 2019 (Table 3-8.1.2b). The most notable difference between 2018 and 2019 is the 5% increase in federal grants funding allocated specifically to social services (32% versus 37% in 2018 and 2019, respectively).

Table 3-8.1.2b. Charities dedicated to CSS, HelpSeeker listings, 2019

2019 Category	Number of Entities	% of total CSS	% of them in HS Dataset	Funding Allocation	% of total CSS
CRA	1,433	25%	15%	\$9,715,124,822	13%
Federal Grants for selected department	1,007	13%	14%	\$682,561,672	37%

¹⁰ This would exclude charities such as churches (unless providing food or clothing, for instance), cemeteries, museums, councils, private and public schools, etc.

More notable differences are found in 2020 (Table 3-8.1.2c). While there is a 3% increase in the number of charities delivering social services, the percentage of total funding allocated to these services decreased by about the same amount.

Table 3-8.1.2c. Charities dedicated to CSS, HelpSeeker listings, 2020

2020 Category	Number of Entities	% of total CSS	% of them in HS Dataset	Funding Allocation	% of total CSS
CRA	733	28%	18%	\$8,961,255,159	10%
Federal Grants for selected department	336	8%	10%	\$647,220,591	18%

3.8.2 Service Mix

This section presents an overview of the total funding directed to organizations serving individuals in the community by population and service focus. The purpose of including this information is to shed light on potential gaps, duplications, and considerations for improved delivery.

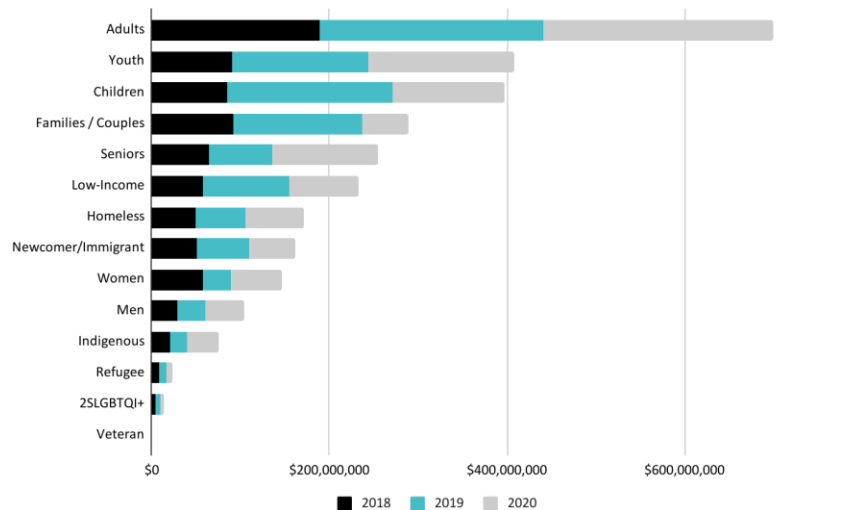
An analysis of this funding is presented using the CRA and Federal Grants datasets separately to ensure transparency on the potential gaps in the data, and to highlight the value of each dataset to the overall understanding of financial flows in this area. To account for double counting of funding from the federal government to charities, the information provided in this section from the federal government excludes charitable organizations - since that information is already captured in the CRA dataset - and only includes information on the distribution of funding by population and service focus for other entities, such as nonprofit organizations dedicated to the delivery of social services that do not have a reporting requirement to CRA.

Note that funding directed toward each category of experiences may not be mutually exclusive, as some organizations may be (and in most cases are) serving different populations or providing different types of services, and there is overlap in populations, so that community members may be eligible for support from more than one service provider. This means that adding up the funding from the various datasets will not yield accurate information. However, this section provides considerable information about the allocation of investments to the Social Safety Net in the community.

3.8.2.1 Canada Revenue Agency (CRA) Dataset

According to the CRA dataset, Figure 3-8.2 below shows that registered charities (captured in the CRA dataset) delivering direct services to individuals in Ottawa with a focus on *Adults*, *Youth* and *Children* received a larger portion of funding between 2018 and 2020. By contrast, charities tagged for *Indigenous*, *Refugees*, *2SLGBTQI+* and *Veterans* support received the smallest investment during the same time period. It is understood that child, youth, and adult are more general populations of focus, and identifying as Indigenous, a refugee, 2SLGBTQI+, or a veteran will not apply to as many people. However, it is important to recognize that if communities want to support those groups receiving smaller investments, the adoption of an equity lens is required.

Figure 3-8.2. Distribution of Funding by Population Target, CRA & HelpSeeker, 2018-2020



By selected service categories, charities tagged *Basic Needs*, *Health / Medical*, and *Mental Health and Addictions* together received the majority of the funding in the community for 2018 and 2019. However, in 2020, funding for *Basic Needs* significantly decreased, and *Health / Medical*, and *Mental Health and Addictions* were the top funded tags alongside *Community & Belonging* (Figure 3-8.2b). Further, charities tagged with providing *Families/Parenting*-related services (i.e., adoption, childcare, pregnancy) and *Safety and Abuse* (i.e., combatting domestic violence, safety, sexual abuse, human trafficking) received less funding for the delivery of their activities in 2020 than in 2019. Examples of agencies in each category are outlined in Table 3-8.2.

Figure 3-8.2b. Distribution of Funding by Category, CRA & HelpSeeker, 2018-2020

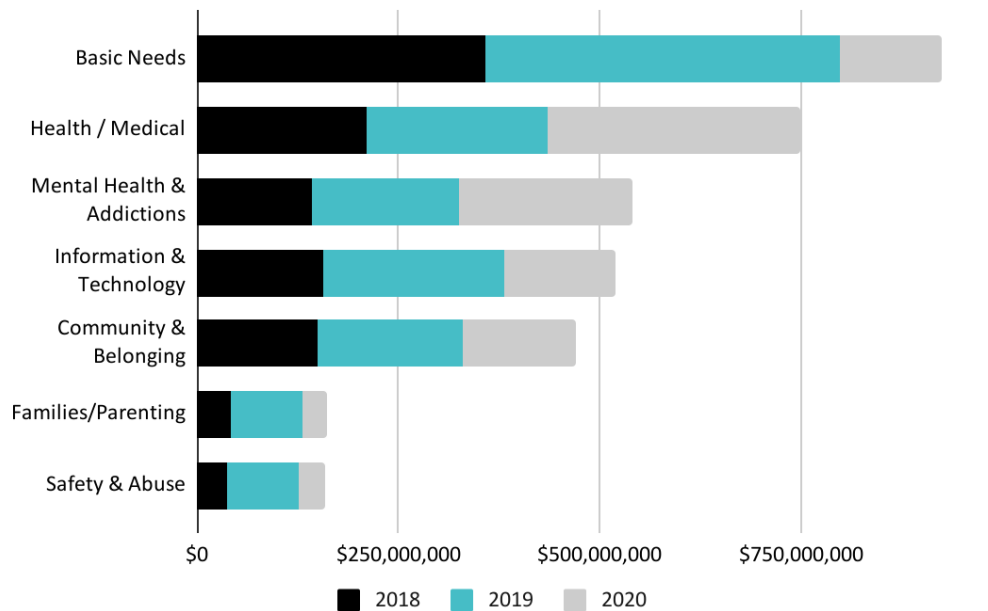
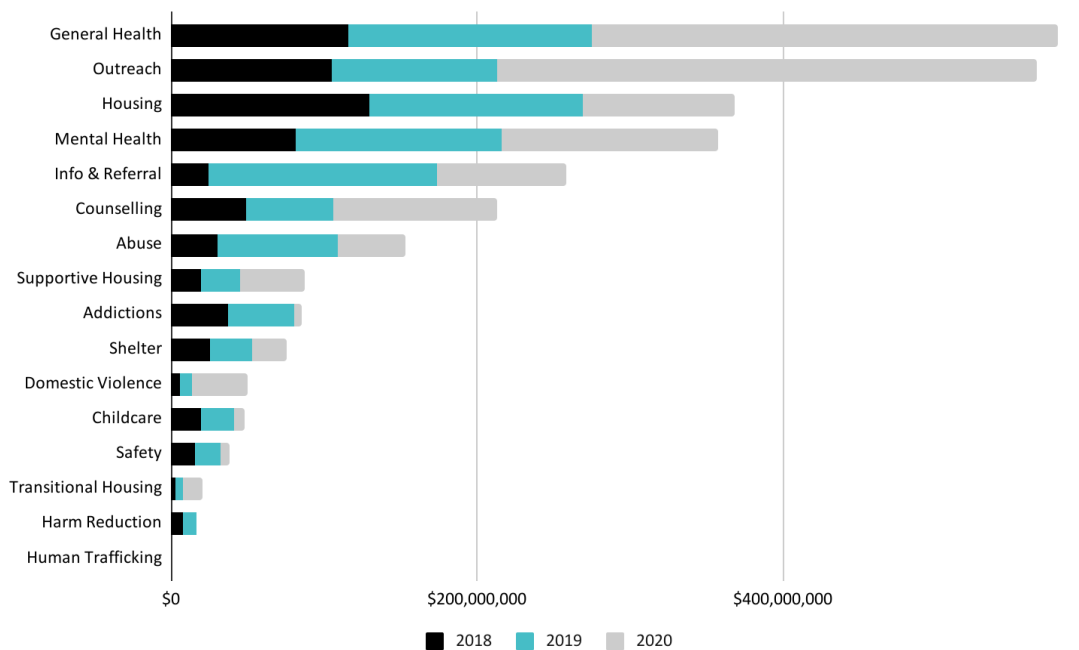


Table 3-8.2. Examples of agencies in each category, CRA & HelpSeeker, 2018-2020.

Category	Agencies
Basic Needs	<ul style="list-style-type: none"> • John Howard Society of Ottawa • The Ottawa Mission • Inuit Tapiriit Kanatami
Health / Medical	<ul style="list-style-type: none"> • The Ottawa Hospital • Children’s Hospital of Eastern Ontario – Ottawa Children’s Treatment Centre • Hôpital Montfort
Mental Health & Addictions	<ul style="list-style-type: none"> • Carefor Health & Community Services • The Ottawa Hospital Foundation • Canadian Centre on Substance Abuse
Information & Technology	<ul style="list-style-type: none"> • The Elizabeth Fry Society of Ottawa • The House of Hope • The Odawa Native Friendship Centre
Community & Belonging	<ul style="list-style-type: none"> • Ottawa Chinese Community Service Centre • Roberts/Smart Centre • Tungasuvvingat Inuit
Families / Parenting	<ul style="list-style-type: none"> • Centretown Community Health Centre Inc. • Ottawa West Community Support Service • Family Services Ottawa / Services à la famille Ottawa
Safety / Abuse	<ul style="list-style-type: none"> • Ottawa Inner City Health Inc. • Action Canada for Sexual Health and Rights • Maison d'amitié

During the same period of time, by selected activities, charities providing *General Health, Outreach, Housing, and Mental Health* services received more funding than organizations providing services dealing with *Human Trafficking, Harm Reduction, Transitional Housing, Safety, and Childcare. Health and Outreach* services continue to be a strong focus of Ottawa's social services sector, as evidenced by large increases in funding to these services in 2020, as compared to 2018 and 2019.

Figure 3-8.2c. Distribution of Funding by Selected Activities, CRA & HelpSeeker, 2018-2020



3.8.2.2 Federal Grants Dataset

This section presents data from federal sources on grants (awards and contributions) directed to various groups and individuals in specific demographic groups. As shown in the chart below, organizations serving Indigenous people, and the broad categories of adults and youth, receive a larger share of funding allocated to other organizations in Ottawa. These other organizations do not include registered charities, but are typically other nonprofit organizations. According to the Federal Grants dataset, people experiencing homelessness, 2SLGBTQI+ people and men are the populations with the lowest funding allocations from other organizations that receive funding from the federal government.

Figure 3-8.2.2. Distribution of Funding by Population Target, Federal Grants & HelpSeeker, 2018-2020

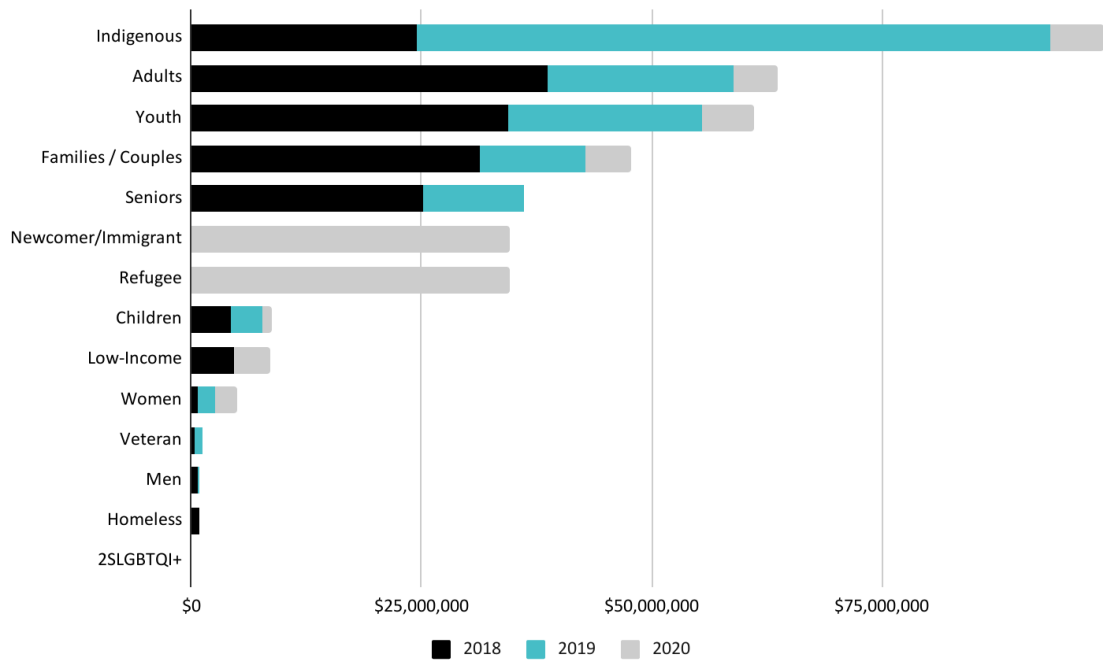
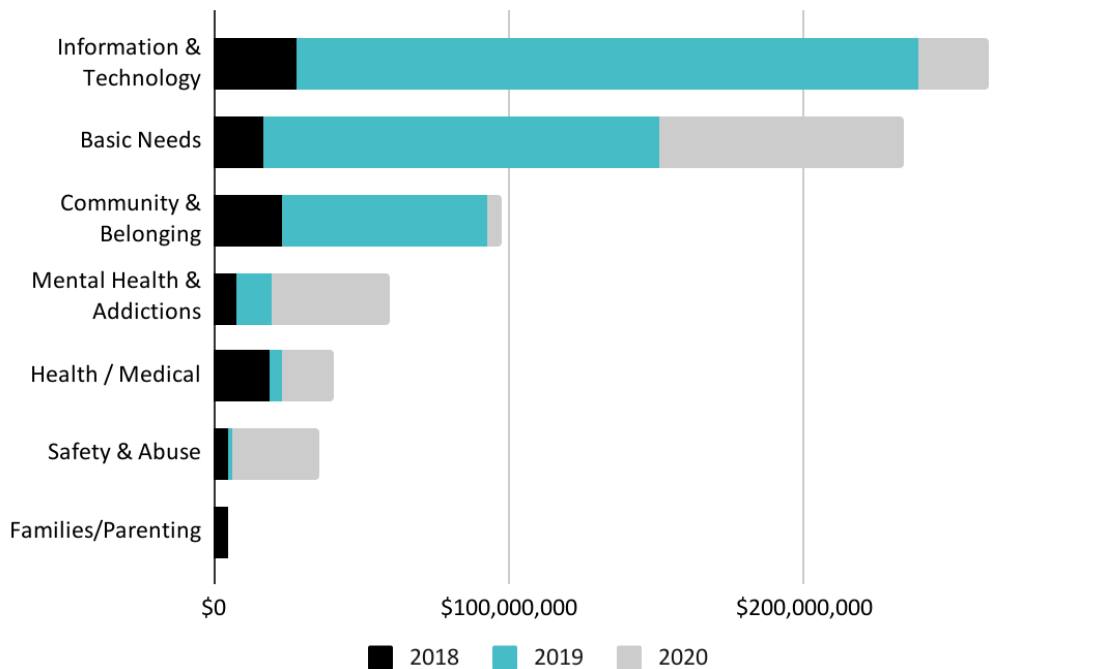


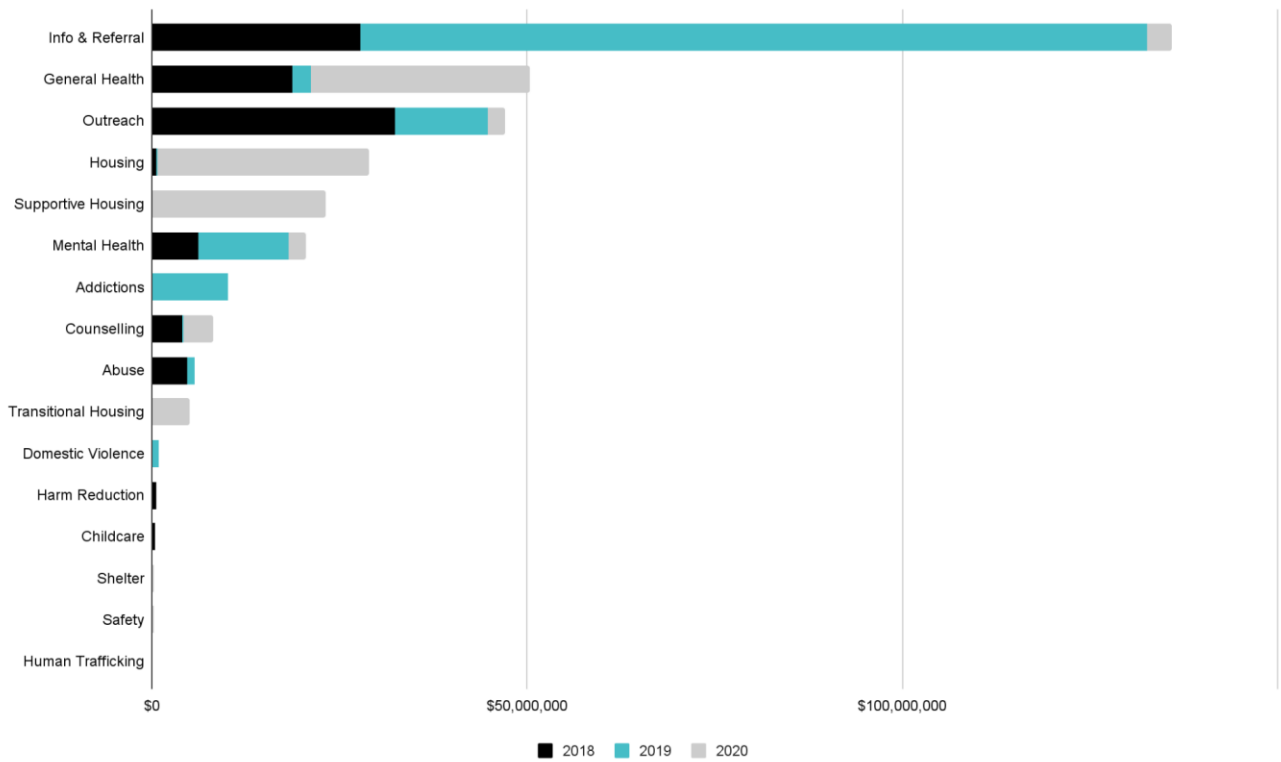
Figure 3-8.2.2 shows that according to the Federal Grants dataset, organizations with the most funding include those tagged under *Information and Technology* (i.e., information and referral, legal assistance, language/translation) and *Basic Needs* (i.e., food, clothing, shelter). While there is a great deal of variation from year to year in how each category is funded, the very large allocation for *Information & Technology* is true only for 2019. However, funding for Families/Parenting (supporting pregnancy, adoption, childcare) is consistently low across all three years. More information is needed to explain the exceptionally large funding allocation to *Information & Technology* in 2019.

Figure 3-8.2.2. Distribution of Funding by Category, Federal Grants & HelpSeeker, 2018-2020



Looking at selected activities (Figure 3-8.2.2b), it can be seen that the majority of funding from the federal grants dataset in 2018 and 2019 was allocated to organizations delivering *Information and Referral* and *General Health* related services. Yet, funding for *Information and Referral* services significantly dropped in 2020 where the most funded services included organizations with a *General Health* and *Housing* focus. Service tagged under *Human Trafficking, Safety, Shelter, Childcare, and Harm Reduction* received the lowest funding from 2018 to 2020, amount to less than \$1 million dollars across all 3 years.

Figure 3-8.2.2b. Distribution of Funding by Selected Activities, Federal Grants & HelpSeeker, 2018-2020



APPENDIX A: FOUNDATIONS REVENUES & EXPENDITURES TO QUALIFIED DONEES

Table AppA-1. Highest allocations to Community & Social Services Programs from Charities in Ottawa by Service Category, CRA 2018-2020.

Category	2018		2019		2020	
Community Resource	INTERNATIONAL DEVELOPMENT RESEARCH CENTRE-CENTRE DE RECHERCHES POUR LE DÉVELOPPEMENT INTERNATIONAL	\$203,496,052	INTERNATIONAL DEVELOPMENT RESEARCH CENTRE-CENTRE DE RECHERCHES POUR LE DÉVELOPPEMENT INTERNATIONAL	\$195,832,307	INTERNATIONAL DEVELOPMENT RESEARCH CENTRE-CENTRE DE RECHERCHES POUR LE DÉVELOPPEMENT INTERNATIONAL	\$195,735,484
	Cuso International	\$44,632,793	Cuso International	\$48,063,729	Cuso International	\$37,716,108
	OTTAWA CATHOLIC CHILD CARE CORPORATION	\$16,228,486	Healthcare Excellence Canada / Excellence en santé Canada	\$17,811,730	Healthcare Excellence Canada / Excellence en santé Canada	\$17,860,236
	CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT (CFHI) / Fondation canadienne pour l'amélioration des services de santé (FCASS)	\$15,542,060	OTTAWA CATHOLIC CHILD CARE CORPORATION	\$16,322,768	JOHN HOWARD SOCIETY OF OTTAWA-CARLETON	\$14,315,341
	AMNESTY INTERNATIONAL CANADIAN SECTION (ENGLISH SPEAKING)	\$14,568,371	AMNESTY INTERNATIONAL CANADIAN SECTION (ENGLISH SPEAKING)	\$15,382,145	Equality Fund Fonds Égalité	\$13,114,301
Complementary or Alternative Health Care	ONTARIO CEREBRAL PALSY SPORTS ASSOCIATION	\$806,689	ONTARIO CEREBRAL PALSY SPORTS ASSOCIATION	\$839,868	ONTARIO CEREBRAL PALSY SPORTS ASSOCIATION	\$757,206
	Capital Wheelchair	\$7,358	Capital Wheelchair	\$4,288	Capital Wheelchair Curling Club	\$3,255

	Curling Club		Curling Club			
Core Health Care	THE OTTAWA HOSPITAL/L'HOPITAL D'OTTAWA	\$1,169,086,000	THE OTTAWA HOSPITAL/L'HOPITAL D'OTTAWA	\$1,188,367,000	THE OTTAWA HOSPITAL/L'HOPITAL D'OTTAWA	\$1,273,839,000
	THE CANADIAN RED CROSS SOCIETY LA SOCIÉTÉ CANADIENNE DE LA CROIX-ROUGE	\$476,646,615	THE CANADIAN RED CROSS SOCIETY LA SOCIÉTÉ CANADIENNE DE LA CROIX-ROUGE	\$340,074,588	THE CANADIAN RED CROSS SOCIETY LA SOCIÉTÉ CANADIENNE DE LA CROIX-ROUGE	\$336,899,823
	CHILDREN'S HOSPITAL OF EASTERN ONTARIO - OTTAWA CHILDREN'S TREATMENT CENTRE	\$305,684,000	CHILDREN'S HOSPITAL OF EASTERN ONTARIO - OTTAWA CHILDREN'S TREATMENT CENTRE	\$316,601,000	CHILDREN'S HOSPITAL OF EASTERN ONTARIO - OTTAWA CHILDREN'S TREATMENT CENTRE	\$325,089,000
	HOPITAL MONTFORT	\$219,235,659	HOPITAL MONTFORT	\$225,156,044	HOPITAL MONTFORT	\$233,261,323
	VICTORIAN ORDER OF NURSES FOR CANADA - ONTARIO BRANCH	\$203,251,066	UNIVERSITY OF OTTAWA HEART INSTITUTE/L'INSTITUT DE CARDIOLOGIE DE L'UNIVERSITÉ D'OTTAWA	\$201,585,302	UNIVERSITY OF OTTAWA HEART INSTITUTE/L'INSTITUT DE CARDIOLOGIE DE L'UNIVERSITÉ D'OTTAWA	\$214,174,555
	AGA KHAN FOUNDATION CANADA/FONDATION AGA KHAN CANADA	\$164,078,847	AGA KHAN FOUNDATION CANADA/FONDATION AGA KHAN CANADA	\$93,063,373	THE OTTAWA FOOD BANK/LA BANQUE D'ALIMENTATION D'OTTAWA	\$30,332,551
Organizations Relieving Poverty	THE WAR AMPUTATIONS OF CANADA	\$37,720,354	THE WAR AMPUTATIONS OF CANADA	\$42,805,038	YOUTH SERVICES BUREAU OF OTTAWA/BUREAU DES SERVICES A LA JEUNESSE D'OTTAWA	\$30,254,120
	YOUTH SERVICES BUREAU OF OTTAWA/BUREAU DES SERVICES A LA JEUNESSE D'OTTAWA	\$28,939,765	YOUTH SERVICES BUREAU OF OTTAWA/BUREAU DES SERVICES A LA JEUNESSE D'OTTAWA	\$30,397,375	SOUTH-EAST OTTAWA COMMUNITY SERVICES	\$29,438,122

	SOUTH-EAST OTTAWA COMMUNITY SERVICES	\$27,438,101	SOUTH-EAST OTTAWA COMMUNITY SERVICES	\$27,854,887	PINECREST-QUEENSWAY COMMUNITY HEALTH CENTRE / CENTRE DE SANTÉ COMMUNAUTAIRE PINECREST-QUEENSWAY	\$26,137,071
	PINECREST-QUEENSWAY COMMUNITY HEALTH CENTRE / CENTRE DE SANTÉ COMMUNAUTAIRE PINECREST-QUEENSWAY	\$24,283,273	PINECREST-QUEENSWAY COMMUNITY HEALTH CENTRE / CENTRE DE SANTÉ COMMUNAUTAIRE PINECREST-QUEENSWAY	\$26,035,663	INUIT TAPIRIIT KANATAMI	\$17,362,905
Protective Health Care	WOMEN'S INITIATIVES FOR SAFER ENVIRONMENTS/ INITIATIVES DES FEMMES POUR LA SÉCURITÉ ENVIRONNEMENTALE	\$169,637	Sauvetage Bénévole Outaouais / Ottawa Volunteer Search and Rescue	\$179,801		
	Sauvetage Bénévole Outaouais / Ottawa Volunteer Search and Rescue	\$86,239	WOMEN'S INITIATIVES FOR SAFER ENVIRONMENTS/ INITIATIVES DES FEMMES POUR LA SÉCURITÉ ENVIRONNEMENTALE	\$179,258		
	COPA FLIGHT SAFETY FOUNDATION	\$23,447	COPA FLIGHT SAFETY FOUNDATION	\$101,063		
	OTTAWA VALLEY SEARCH AND RESCUE DOG ASSOCIATION	\$12,433	INTERNATIONAL RESCUE	\$11,025		
	INTERNATIONAL RESCUE	\$12,091	OTTAWA VALLEY SEARCH AND RESCUE DOG	\$2,733		

			ASSOCIATION			
Relief of the Aged	OTTAWA WEST COMMUNITY SUPPORT SERVICE COMMUNAUTAIRE D'OTTAWA-OUEST	\$5,663,648	OTTAWA WEST COMMUNITY SUPPORT SERVICE COMMUNAUTAIRE D'OTTAWA-OUEST	\$5,945,065	OTTAWA WEST COMMUNITY SUPPORT SERVICE COMMUNAUTAIRE D'OTTAWA-OUEST	\$6,115,002
	Active Jewish Adults (AJA) 50+	\$88,585	THE AUXILIARY OF HILLEL LODGE	\$83,619	Active Jewish Adults (AJA) 50+	\$95,840
	THE AUXILIARY OF HILLEL LODGE	\$79,887	Active Jewish Adults (AJA) 50+	\$83,161	Ten Yad of Ottawa/ Ten Yad d'Ottawa	\$53,292
	Ten Yad of Ottawa/ Ten Yad d'Ottawa	\$39,272	Ten Yad of Ottawa/ Ten Yad d'Ottawa	\$37,527		
Supportive Health Care	CANADIAN BLOOD SERVICES/SOCIÉTÉ CANADIENNE DU SANG	\$1,256,045,637	CANADIAN BLOOD SERVICES/SOCIÉTÉ CANADIENNE DU SANG	\$1,166,413,729	CANADIAN BLOOD SERVICES/SOCIÉTÉ CANADIENNE DU SANG	\$1,212,578,391
	Eastern Ontario Regional Laboratory Association Inc/Association de laboratoires régionaux de l'est de l'Ontario inc.	\$120,397,517	Eastern Ontario Regional Laboratory Association Inc/Association de laboratoires régionaux de l'est de l'Ontario inc.	\$122,546,456	Eastern Ontario Regional Laboratory Association Inc/Association de laboratoires régionaux de l'est de l'Ontario inc.	\$123,963,684
	Accreditation Canada / Agrément Canada	\$27,475,613	Accreditation Canada / Agrément Canada	\$30,242,299	THE SALVATION ARMY OTTAWA GRACE MANOR	\$10,496,421
	St. Patrick's Home of Ottawa	\$22,536,772	St. Patrick's Home of Ottawa	\$22,941,545	THE ASSOCIATION OF FACULTIES OF MEDICINE OF CANADA - L'ASSOCIATION DES FACULTÉS DE MÉDECINE DU CANADA	\$7,531,470
	THE SALVATION ARMY OTTAWA	\$9,818,653	THE SALVATION ARMY OTTAWA	\$10,250,542	Royal College Canada	\$6,967,937

	GRACE MANOR		GRACE MANOR		International (RCCI) / Collège royal du Canada international (CRCI)	
--	-------------	--	-------------	--	--	--

Table AppA-2. Top 10 Public Foundations by Revenue, Gifts to Qualified Donees, Expenditures and Percentage of Gifts with Respect to Total Expenditures in Ottawa, CRA, 2018.

Foundation Name	Total Revenue	Gifts to qualified donees	Total Expenditures	Proportion of gifts with respect to total expenditures
The Ottawa Hospital Foundation/La Fondation De L'Hopital D'Ottawa	\$32,783,133	\$17,676,560	\$24,703,364	72%
Ottawa Community Foundation / Fondation Communautaire D'Ottawa	\$26,789,659	\$11,296,247	\$13,805,884	82%
United Way East Ontario / Centraide Est De L'Ontario	\$25,436,470	\$17,761,945	\$26,241,526	68%
Canadian National Christian Foundation	\$17,054,403	\$14,249,598	\$14,951,280	95%
University Of Ottawa Heart Institute Foundation Fondation De L'Institut De Cardiologie De L'Université D'Ottawa	\$16,136,760	\$27,969,699	\$30,867,014	91%
National Arts Centre Foundation/Fondation Centre National Des Arts	\$12,743,874	\$7,938,156	\$10,405,370	76%
Wcpd Foundation	\$10,554,967	\$8,012,860	\$10,467,047	77%
Hillel Lodge Long-Term Care Foundation (Ottawa) La Fondation Des Soins De Longue Durée Hillel Lodge (Ottawa)	\$7,292,390	\$375,655	\$666,981	56%
The Ottawa Mission Foundation	\$7,185,838	\$4,535,046	\$6,865,932	66%
National Gallery Of Canada Foundation/Fondation Du Musée Des Beaux-Arts Du Canada	\$6,596,505	\$4,851,840	\$6,790,550	71%

Table AppA-3. Top 10 Public Foundations by Revenue, Gifts to Qualified Donees, Expenditures and Proportion of Gifts with Respect to Total Expenditures in Ottawa, CRA, 2019.

Foundation Name	Total Revenue	Gifts to qualified donees	Total Expenditures	Proportion of gifts with respect to total expenditures
Ottawa Community Foundation / Fondation Communautaire D'Ottawa	\$33,701,000	\$13,547,115	\$16,198,000	84%
The Ottawa Hospital Foundation/La Fondation De L'Hopital D'Ottawa	\$26,279,508	\$17,489,129	\$25,161,611	70%
United Way East Ontario / Centraide Est De L'Ontario	\$23,928,526	\$16,837,236	\$24,966,627	67%
Wcpd Foundation	\$20,543,172	\$15,362,849	\$20,252,122	76%
Canadian National Christian Foundation	\$20,331,696	\$16,101,943	\$16,852,951	96%
University Of Ottawa Heart Institute Foundation Fondation De L'Institut De Cardiologie De L'Université D'Ottawa	\$16,251,959	\$12,556,048	\$16,343,312	77%
National Arts Centre Foundation/Fondation Centre National Des Arts	\$13,914,238	\$11,110,327	\$13,618,999	82%
Humanitarian Coalition / Coalition Humanitaire	\$9,118,219	\$7,596,255	\$8,328,333	91%
The Ottawa Mission Foundation	\$8,673,795	\$4,653,010	\$7,447,632	62%
Jewish Federation Of Ottawa	\$7,597,639	\$3,790,453	\$6,419,898	59%

Table AppA-4. Top 10 Public Foundations by Revenue, Gifts to Qualified Donees, Expenditures and Proportion of Gifts with Respect to Total Expenditures in Ottawa, CRA, 2020.

Foundation Name	Total Revenue	Gifts to qualified donees	Total Expenditures	Proportion of gifts with respect to total expenditures
The Ottawa Hospital Foundation/La Fondation De L'Hopital D'Ottawa	\$43,994,962	\$21,943,522	\$30,413,633	72%

United Way East Ontario / Centraide Est De L'Ontario	\$23,723,653	\$15,263,306	\$22,398,790	68%
University Of Ottawa Heart Institute Foundation Fondation De L'Institut De Cardiologie De L'Université D'Ottawa	\$12,272,260	\$27,363,791	\$31,170,613	88%
National Arts Centre Foundation/Fondation Centre National Des Arts	\$11,212,661	\$9,780,595	\$11,998,987	82%
The Ottawa Mission Foundation	\$9,032,266	\$5,223,134	\$7,693,058	68%
BruyèreFoundation Inc.	\$8,722,044	\$1,716,660	\$4,126,642	42%
Fondation De L'Hôpital Montfort	\$7,153,767	\$2,223,941	\$5,807,853	38%
Jewish Federation Of Ottawa	\$6,938,271	\$4,309,496	\$6,687,349	64%
Royal Ottawa Foundation For Mental Health / La Fondation De Santé Mentale Royal Ottawa	\$6,222,217	\$3,687,044	\$6,193,994	60%
Heart And Stroke Foundation Canadian Partnership For Stroke Recovery	\$5,220,576	\$ -	\$5,198,906	

Table AppA-5. Top 10 Private Foundations by Revenue, Gifts to Qualified Donees, Expenditures and Proportion of Gifts with Respect to Total Expenditures in Ottawa, CRA, 2018.

Foundation Name	Total Revenue	Gifts to qualified donees	Total Expenditures	Proportion of gifts with respect to total expenditures
Green Municipal Fund	\$141,436,500	\$6,613,200	\$15,132,900	44%
Mierins Family Foundation La Fondation De La Famille Mierins	\$10,005,535			
Wesley M Nicol Foundation	\$6,529,727	\$949,683	\$2,714,305	35%
Crabtree Foundation / Fondation Crabtree	\$3,952,347	\$2,437,500	\$2,713,238	90%
Minto Foundation Inc.	\$3,778,444	\$2,203,232	\$2,500,040	88%
Danbe Foundation Inc.	\$2,725,035	\$2,370,684	\$2,954,552	80%
T-Gear Foundation	\$2,477,702	\$828,941	\$870,058	95%
The Clematis Foundation	\$2,352,648	\$1,582,807	\$1,586,653	100%

The Garrett Family Foundation	\$2,314,884	\$586,667	\$731,052	80%
The Stephen And Jocelyne Greenberg Foundation	\$2,198,023	\$1,023,301	\$1,028,629	99%

Table AppA-6. Top 10 Private Foundations by Revenue, Gifts to Qualified Donees, Expenditures and Proportion of Gifts with Respect to Total Expenditures in Ottawa, CRA, 2019.

Foundation Name	Total Revenue	Gifts to qualified donees	Total Expenditures	Proportion of gifts with respect to total expenditures
Green Municipal Fund	\$961,141,500	\$1,613,400	\$7,394,200	22%
Happy Roots Foundation	\$10,227,547		\$30,965	0%
T-Gear Foundation	\$6,658,784	\$1,282,129	\$1,324,986	97%
Minto Foundation Inc.	\$5,956,134	\$2,393,464	\$2,742,645	87%
The Jeffrey And Joanne York Family Foundation	\$5,062,183	\$60,000	\$66,509	90%
Crabtree Foundation / Fondation Crabtree	\$4,254,189	\$2,759,725	\$3,136,112	88%
Wesley M Nicol Foundation	\$3,732,693	\$875,500	\$1,071,312	82%
Danbe Foundation Inc.	\$3,603,585	\$2,276,800	\$2,871,291	79%
Mach-Gaensslen Foundation Of Canada	\$2,269,226	\$862,016	\$1,032,010	84%
The Clematis Foundation	\$2,090,213	\$1,621,415	\$1,624,995	100%

Table AppA-7. Top 10 Private Foundations by Revenue, Gifts to Qualified Donees, Expenditures and Proportion of Gifts with Respect to Total Expenditures in Ottawa, CRA, 2020.

Foundation Name	Total Revenue	Gifts to qualified donees	Total Expenditures	Proportion of gifts with respect to total expenditures
Thistledown Foundation	\$105,064,469	\$6,160,000	\$6,333,794	97%
Green Municipal Fund	\$32,343,800	\$5,542,000	\$29,107,800	19%
The Singhal Family Foundation	\$1,000,000	\$336,500	\$336,500	100%
The C3S Care Foundation/ La Fondation D'Aide C3S	\$793,588	\$50,000	\$58,442	86%

Fondation Jocelyne Et Gilles Quimet	\$301,215	\$118,500	\$118,500	100%
The Bruce And Audrey Groves Family Foundation	\$287,007	\$70,000	\$72,163	97%
Mona & Nav Aggarwal Foundation	\$112,346	\$66,790	\$92,852	72%
Richa & Atul Aggarwal Foundation	\$92,124	\$124,359	\$124,905	100%
La Fondation J & Ac / The J & Ac Foundation	\$83,058	\$111,200	\$153,965	72%
The Caut Refugee Foundation	\$73,091	\$ -	\$27,999	

APPENDIX B: METHODS & DATASETS

To date, HelpSeeker has secured the following datasets for analysis in this project, allowing for year-over-year comparisons in investments between 2018 and 2020. Note that all this information is available online, and does not disclose any private information. Rather, it supports the financial flows analysis to determine the available funding moving into various entities in the community's Social Safety Net.

- Canada Revenue Agency (CRA)
- Government of Canada Proactive Disclosure
- Municipal Data
- Protective Services
- Canadian Institute for Health Information (CIHI)
- Statistics Canada Census

In the following pages we offer a brief description of the methodology, datasets used and definitions of some of the variables included in the total estimated funding allocated to the community's Social Safety Net.

Note that, according to our definition, **only** allocations related to programs, benefits, and supports delivered by diverse actors in **Community & Social Services** are included in total estimates for the community's Social Safety Net. This excludes funding allocated to education (universities), environment, parks and recreation, transit services, administration, and other expenditures not directed to supporting community and individual well-being, and mitigating of vulnerability via charities.

Canada Revenue Agency (CRA)

The primary data source of financial information used in this report was the Canada Revenue Agency (CRA). This dataset contains information regarding Charities' Information Return (Form T3010) and corresponding schedules for the 2017/2018 fiscal year. As such, this analysis relies on the accuracy and timeliness of the information provided to the CRA, and CRA's classifications of charity descriptions.

To simplify the analysis, the 31 categories and 252 subcategories used by CRA to classify the charitable sector are grouped into the following 6 primary categories according to CRA's

description of each category and subcategory: 1) Education, 2) Community & Social Services, 3) Health, 4) Religion, 5) Arts & Culture, and 6) Environment, Parks & Recreation.¹¹

Government of Canada Proactive Disclosure

This provides information on grants and contributions over \$25,000 provided by federal institutions to for-profit and nonprofit organizations, charities, individuals, governments, universities, and other entities.

This dataset allows for the identification of funding allocated to nonprofit organizations and other entities with a social services focus from the federal government by individual Ministry/Department for the enhancement of the Social Safety Net in the community.

Municipal Data

Financial information from municipal budgets and financial information returns are used to determine the monetary allocations to social services activities or programs in the community that focus on the protection of persons and property (by police, fire, EMS), and the provision of social housing, family and other related services. For the purposes of the Social Impact Audit (SIA), only allocations to salaries and contracts for the delivery of such services are included in the analysis. Capital expenditures are not included in our SIA's estimates.

Protective Services

Protective services refer to those services meant to provide timely responses to emergencies, and promote health and safety in the community. These services are provided by first responders who are trained personnel responding to an emergency or crisis call. They play a vital role in helping communities prepare for, respond to, and recover from disasters. They are also responsible for ensuring that high standards are met and maintained throughout all aspects of municipal life.

For the purposes of the SIA, we focused on the monetary allocations directed to the Fire Department, Police Services and By-Law Departments to estimate the proportion of those services' expenditures allocated to the community's Social Safety Net. These services include community relations, crime prevention, victim services, court liaison, frontline operations,

¹¹ For a detailed list of the CRA categories and subcategories, and the categories given by the consultants for the development of this report, please see [Appendix A: Canada Revenue Agency charitable categories and subcategories and category merging](#).

public order, and emergency response, among others. As previously mentioned, only allocations to salaries and contracts for the delivery of such services is included in the analysis. Capital expenditures are not included in our SIA's estimates.

Local Health Authority

Information from Local Health Authorities is often collected to track health expenditures in health budgets that relate to Social Safety Net investments in the community. Examples of these allocations include investments in food safety and community services.

Canadian Institute for Health Information (CIHI)

The Canadian Institute for Health Information (CIHI) provides comparable and actionable data and information used to accelerate improvements in health care, health system performance and population health across Canada.

The information used for the SIA analysis comes from the National Health Expenditure Database (NHEX), which aims to 1) provide support for developing and evaluating health programs in Canada by all levels of government, and within the private sector, and 2) compile information on health expenditures that will accurately portray the importance of health care as a component of national expenditure.

This information details private- and public-sector health expenditure fundings in Canada.

- **Public-sector funding** includes payments by governments at the federal, provincial/territorial, and municipal levels, and by workers' compensation boards and other social security schemes.
- **Private-sector funding** consists primarily of health expenditures by households and private insurance firms.

According to CIHI, approximately 7% of the total public-sector health expenditure is allocated to mental health and addictions services in Canada. These allocations include funding to the following settings of care:

- **Community programs.** This includes care from community-based MHA clinics or programs, day or night care, home health services, health promotion, and education activities.

- **Residential.** This includes supportive living arrangements provided to clients with mental health needs or addictions-based conditions, in a community-based residential or group home setting.
- **Hospital outpatient care (ambulatory).** This includes psychological services assessing and treating behavioural problems in individuals. Diagnostic, consultative, treatment and teaching services are also part of this sector of care. Services are also provided in MHA clinics.
- **Emergency care.** This includes care received in hospital emergency departments.. Jurisdictions reporting information from all emergency departments include Ontario, Alberta and Yukon.
- **Inpatient care.** This includes services provided for beds designated for inpatients with MHA needs in general facilities and in psychiatric facilities (e.g., nursing care, teaching, counselling services).

Statistics Canada - Government Transfers

In addition to services funded through organizations,, individuals in various target groups (low income, those with disabilities, etc.) in the community receive direct government transfers.. Government transfers cover a range of programs. For example, Employment Insurance provides temporary income assistance to those who lose their job or are absent from work for reasons of illness or the birth or adoption of a child. The Canada Pension Plan and the Quebec Pension Plan are the two public pension plans in Canada. Old Age Security, including the Guaranteed Income Supplement, provides financial support to qualified seniors.

Child tax benefits and other child credits or allowances are aimed at families who qualify. Other government transfers include social assistance from provincial and municipal programs, Workers' Compensation benefits, the GST/HST credit and provincial refundable tax credits such as the Quebec and Newfoundland and Labrador sales tax credits.

APPENDIX C: HELPSEEKER TAGS

- **Basic Needs**

- Supportive Housing
- Showers
- Accessibility / Mobility
- Clubs
- Thrift Store
- Public Washroom
- Household Goods
- Transitional Housing
- Hygiene
- Outreach

- Intervention
- Employment
- Education / Training
- Transportation
- Financial
- Shelter
- Housing
- Food
- Clothing

- **Health / Medical**

- STI
- Disorders (Learning,Eating)
- Environmental Health
- HIV / AIDS
- Fetal Alcohol Spectrum

- Disorder
- Public Health
- General Health
- Disabilities / Special
- Needs

- **Emergency & Disaster**

- COVID-19/Coronavirus

- Disaster Relief

- **Families & Parenting**

- Respite
- Adoption
- Pregnancy

- Early Childhood
- Parenting
- Childcare

- **Safety & Abuse**

- Human Trafficking
- Abuse
- Exploitation
- Safety

- Sexual Abuse
- Bullying
- Sex Trade
- Domestic Violence

- **Mental Health & Addictions**

- Suicide
- Trauma
- Crisis
- Counselling
- Mental Health
- Addictions

- Opioid Addiction Services
- Eating Disorders
- Harm Reduction
- Naloxone
- Grief/Loss

- **Community & Belonging**

- Arts & Creativity
- Sports & Activities
- Advocacy Help
- Culture
- Recreation
- Mentoring/Coaching

- Volunteer
- Faith-based
- Agricultural
- Environment & Nature
- Pets
- Support Groups

- **Information & Technology**

- Legal Assistance
- Info and Referral

- Language/Translation
- Free Wi-Fi

