



**United Way
Centraide**

Prescott-Russell, Ottawa,
Lanark & Renfrew Counties

2018-19
**Year in
Review**



Message from the President and CEO

When you work in the non-profit sector, it can sometimes feel like the challenges our communities face—and the opportunities we have to tackle them—are endless.

Sure, many in our communities live quite well. In fact, there are days when we may feel the people around us are doing just fine. But there is also always a constant drumbeat—a heartbeat—of families who live a different reality. Some face chronic poverty, isolation, homelessness. Many struggle with their mental health. These are our neighbours, our co-workers, our families. At some point in our lives, it's us.

The thread that connects these challenges is that they are chronic: they do not sneak up, surprise, and inspire immediate, grand action to help. Instead, they require a much deeper, long-term investment.

To tackle the greatest challenges our communities face, we must first untangle the problem and truly understand what's before us. We then draw the right people to the table to address it, advocate for change, and fundraise for support. Together we then invest our available resources in smart, strategic ways, to ultimately—move the needle.

This is the power of United Way.

But this work is not easy. We continue to see challenges across the charitable sector: a cross-section of influences that include economic factors, increased competition, a decline in donors, and the mandate to keep pace with—and harness—technology's powerful advancements.

So, every day we do our best to be innovative, nimble and responsive to the needs in our communities and interests of our donors.

Our 2018-2019 Year in Review annual report is a testament to not only your incredible generosity, the strength of our partnerships and collaborations, the talent and dedication of our team, but also our *collective impact*.

At United Way we invest where resources are needed most and where they will have the greatest impact, and it is my hope that you will see that promise come alive in the pages of this report.

From making sure every student graduates, ensuring no senior is vulnerable, to ending youth

homelessness and beyond: we know we have bold goals—challenges we simply couldn't tackle without you.

So in the year to come, as we continue to rally your support, I have a request: **I'd like you to continue to have high expectations of us, and of all charities.**

It is our accountability, our transparency, our 100% local focus and our ability to measure the results of our efforts that sets United Way apart. Most importantly, these are the qualities that position us to truly make a difference for people—to change their lives.

We are proud of the work that we've done, and we are committed to working together to forge ahead.

Thank you, for being a part of it.

With gratitude,



Michael Allen
President & CEO |
United Way Prescott-Russell,
Ottawa, Lanark and
Renfrew Counties



"From making sure every student graduates, ensuring no senior is vulnerable, to ending youth homelessness and beyond: we know we have bold goals—challenges we simply couldn't tackle without you."

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Rinila, OrKidstra Student
[Learn more about her story](#)

Our Mission

Every day, communities depend on United Way to break down barriers, improve lives, and create opportunities for the people who need us most.

Our mission is to bring people and resources together to build a strong, healthy, safe community for all.

Our vision is that our community is measurably better because of the work of United Way and others.

Our promise is that we will invest resources where they are needed the most and where they will have the greatest impact.

We Tackle Tough Problems, Together. This is How.

Convening: United Way has the connections and trust within our community to bring together the right people and organizations across all sectors to conquer complex challenges.

Research: We use rigorous data analysis and evidence to inform our decisions and understand the diverse challenges our neighbourhoods face.

Advocacy: We speak up and advocate for action on issues that directly impact our community—especially for the most vulnerable, whose voices often go unheard.

Investing: Our expert volunteers evaluate and make recommendations to fund programs, collaborations and initiatives that create measurable, lasting change.

Fundraising: Whether through fundraising, leveraging grants or securing resources, United Way seeks to attract support where it is needed most for the thousands who depend on us.

*We are
stronger
together*

Building a Strong Region

In 2017, the four United Ways of Prescott-Russell, Ottawa, Lanark and Renfrew Counties came together to share resources and deliver even greater impact in the local communities we serve.

We work and lean into one another to share capabilities so that we can better serve our respective regions, and increasingly see and seize opportunities to work together to build stronger communities across Eastern Ontario.

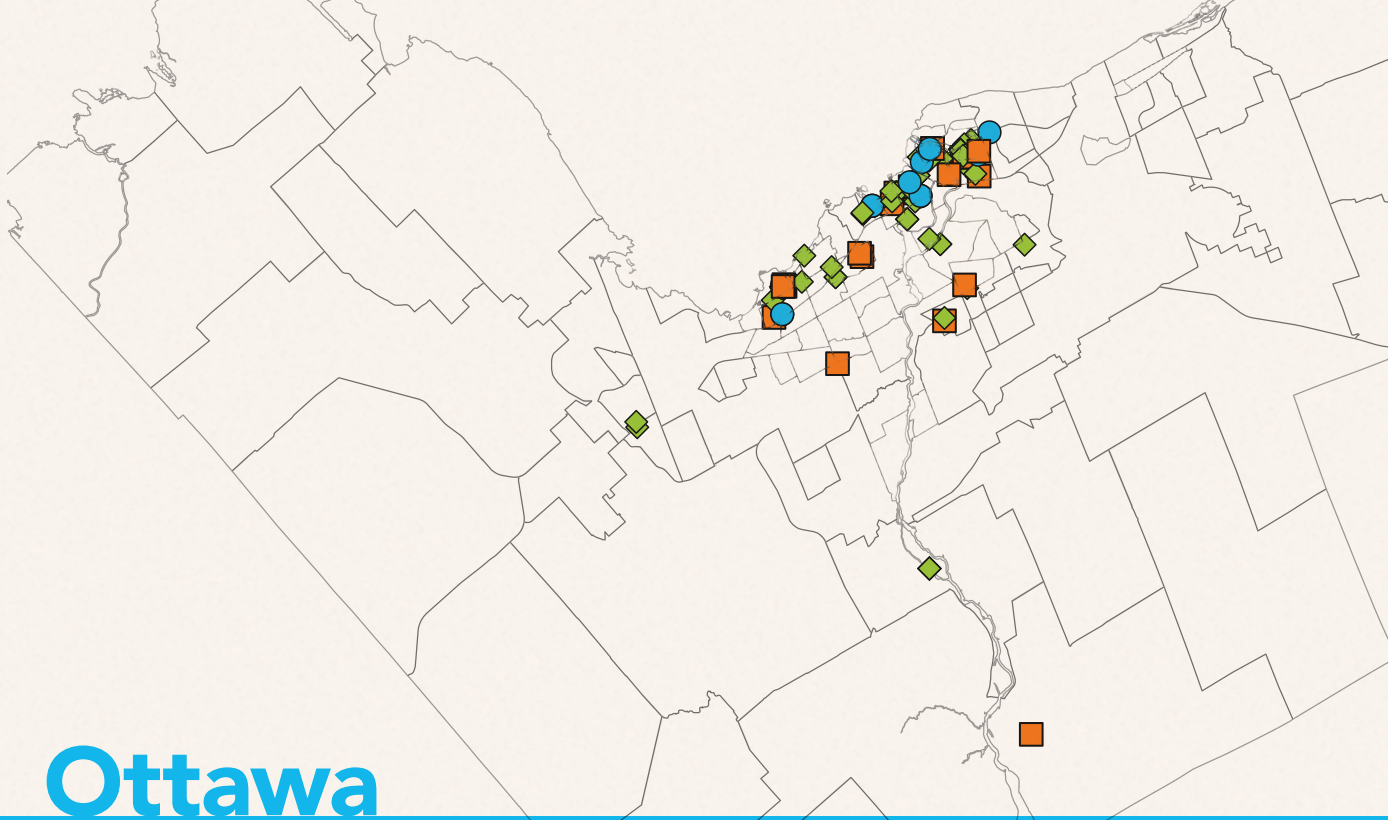
From a donor perspective, much may seem the same: 100% of funds donated are still put to work in the local branch's community. **Funds raised local, stay local.** Staff and volunteers also continue to remain engaged in overseeing investment decisions, fundraising activities, community development work and volunteer management in their respective communities.

Local branches are on an evolution, each with a unique size and scope: Dollars raised locally are invested locally, addressing key issues identified within our communities. All branches are moving towards an Impact model, focusing on investing resources where they are needed most and where they will have the greatest impact. Where possible, branches are working together to co-invest in collective approaches to affect systems change to address our communities' biggest issues, such as youth addiction and vulnerable seniors.

It is for this reason that this annual report breaks out each of our regions separately, to be accountable to local donors, and report with transparency to those local communities.

In joining forces, we have been able to strengthen our capabilities, and in the long-term, our impact.

Together, we hope to build a better future for each of our local communities. We're excited about the possibilities ahead—and eager to continue this work in the years to come.



Ottawa

United Way Investments

Our Commitment to You

United Way partners with hundreds of organizations across the region to tackle the greatest challenges our communities face. One of the core strategies we deploy to do this, is investment.

As part of our investment work, we engage volunteer-led panels, who evaluate and make recommendations to fund high-impact programs that create lasting change—everything from homework clubs for vulnerable youth, to engaging day programs for seniors, to counselling for people struggling with their mental health. The Ottawa Neighbourhood Study (ONS) provides data on strengths and challenges for our city's neighbourhoods, which allows United Way and agency partners to identify areas that could benefit from more resources.

It is through our research on the issues and evaluation of the solutions that we are able to make good on our promise and invest resources where they are needed most and will have the greatest impact.

In 2017-18, we invested more than \$8 million dollars in vital local programs and coalitions led by incredible agencies. We also invest in community-wide initiatives that bring the collective strength of the community together to tackle key issues, research projects that inform our areas of focus, and strategic partnerships that result in critical tools and resources for our city to leverage.

This investment is made possible by thousands of generous donors and organizations—people and partners that we are accountable to, to invest our resources wisely, efficiently, and as effectively as possible.

Our Impact

In 2017-18 we invested in:

11

collaborations
and initiatives

159

programs

97

community
agencies

As a result of these investments:

105,401

unique individuals
were supported

289

individuals and families
were supported every day

with the help of

6,296

volunteers

who contributed

285,627

hours

Our Focus Areas

Total funds invested in community work in 2017-18: \$8,057,492

All That Kids Can Be: \$2,939,239

We believe that every kid deserves the chance to have a great life, no matter where they grow up.

From Poverty to Possibility: \$2,027,959

A place to call home, a job and a sense of belonging are basic needs that we want for ourselves, and our whole community.

Healthy People Strong Communities: \$3,090,294

Our community’s most vulnerable require support and we work to provide the help they need, when they need it most.

This includes \$109,272 that was distributed through the *United for Refugees* fund in 2017-18.

15 Outcomes of Our Work

For a city to be great, it has to be great for everyone.

We work with local agency partners, multiple levels of government, community stakeholders and thousands of donors like you, to change lives in the city. Through research, consultation and analysis we are able to identify where our community needs help the most and where our investments will show the greatest results.

United Way is uniquely positioned to deliver on these 15 outcomes through rigorous accountability processes and capacity building for agencies.

All That Kids Can Be:

- 1

Children and youth have access to mental health and addiction supports
- 2

Children and youth in crisis have access to immediate supports
- 3

Youth housing needs are met
- 4

Children are ready to learn
- 5

Children and youth are engaged and active
- 6

Children and youth are successful in school

From Poverty to Possibility:

- 7

Newcomers are engaged in the labour market
- 8

People with disabilities are engaged in the labour market
- 9

People in financial crisis receive supports
- 10

Youth are supported in their transition to employment

Healthy People, Strong Communities:

- 11

Agencies have the capacity to meet community needs
- 12

Adults have access to mental health and addiction supports
- 13

Seniors have improved wellbeing and are less isolated
- 14

Neighbourhoods achieve positive change
- 15

Adults in crisis have access to immediate supports



All That Kids Can Be

An Investment in Action

Getting set for school over the summer

Ottawa is home to almost 23,000 kids who live in poverty. Many local families don't have the means to send their kids to expensive summer camps that teach valuable life skills and provide enriching learning experiences. This can widen the gap in academic achievement between low-income and middle class students and increase the risk of summer learning loss.

Thanks to United Way donors, the free Summer Achievement Gap program gives kids in vulnerable neighbourhoods the chance to remain engaged and increase their achievement over the summer months. As a result, they're ready to pick up where they left off come September.

"What's really special is the bringing together of children, the building of new relationships, and the encouragement of learning," says Tayra-Lee Miller, Summer Achievement Gap program coordinator at Confederation Court Community House. "We do everything in a fun and engaging way, so the children don't necessarily realize it but they're continuing to learn throughout the summer."

[Watch the video](#)

By The Numbers*

36.5% of our focus area investment

4

collaborations
and initiatives

68

programs

delivered by
33
community
agencies

As a result of these investments:

26,733

unique individuals
were supported

73

children and youth were
supported every day

with the help of

2,183

volunteers

who contributed

77,812

hours

**Full investment breakdown by focus areas available in Appendix A*

The Issue

For some children and youth in Ottawa, growing up isn't easy. Challenges can begin before a child even steps into school for the first time.

- Almost 50% of children start school without a proper foundation for learning in some Ottawa neighbourhoods.¹
- In other local neighbourhoods, only 52% of youth graduate from high school², compared to over 80% for the rest of the city.³

From early childhood to adulthood, many youth in our city are in situations of emotional distress.

1 in 5

youth struggle with their mental health.⁴

- From 2010 to 2015, the Children's Hospital of Eastern Ontario (CHEO) saw a 75% rise in emergency room visits with a mental health diagnosis.⁶
- Suicide is the second leading cause of death for Canadians between 10 and 24 years.⁸
- The mortality rate for a homeless youth is 40 times that of a young person living at home (primarily due to suicide and drug overdose).⁷

1 in 7

Ontario students report symptoms of a drug use problem.⁵



Our Response

United Way believes that every child has the right to a good life, a safe place to grow up, to learn, and to make good friends—no matter where they live or what their personal circumstances are. That means succeeding in school and in life, and staying on track to graduate so that they can enter adulthood ready to take on the world.

United Way continues to play a key leadership and support role in initiatives critical to meeting the needs of vulnerable children and youth in our city, including:

Ottawa Child & Youth Initiative (OCYI)

One of the most comprehensive initiatives in terms of membership and scope, OCYI is focused on joint research, advocacy, planning and program development in support of early years and school age youth.

project step

Project step is a comprehensive initiative for youth with problematic substance use that ensures ready access to addiction prevention and counselling in Ottawa's publicly funded high schools, and in community settings. Over the past two years, the work of *project step* increased in urgency due to the onset of the opioid crisis in Ottawa, and a coordinated, collective approach continues to be critical.

A Way Home Ottawa

United Way is also a partner and principal funder of A Way Home Ottawa, a youth-driven, local coalition working together to prevent and end youth homelessness in our city. Preventing youth homelessness is one of the key ways to end chronic homelessness, and A Way Home Ottawa convenes key community partners to changes in the system to improve support of our most at risk youth.

United Way is committed to working with our partners and mobilizing the community to ensure that our most at-risk kids start school ready to learn, have a safe place to go after school to learn new skills, all while building healthy relationships along the way. When kids are in crisis, United Way is committed to making it easier for them and their families to find the help that they need, when they need it so that they can get back on track.

The Outcomes*

As part of our commitment to measuring our impact, we track and report how our investments make a difference.

Outcomes	Results	
Children ready to learn	97% of participants reported positive parent-child activities that supported the achievement of developmental milestones	2,060 families/caregivers were provided with information, resources, tools, trainings, and/or teaching skills
Children and youth are engaged and active	67% of middle/high school-aged youth developed soft skills	7,603 youth participated in school and/or community-based after school programs and/or received individualized supports
Children and youth successful in school	84% of children and youth maintained or improved their academic competencies	704 children and youth maintained or improved their academic competencies
Youth housing needs are met	79% of youth living in emergency shelters or transitional housing received supports to live independently	218 youth living in emergency shelters or transitional housing received supports to live independently
Youth reduced or stopped using drugs <small>(non-mainstream schools)</small>	80% of youth reported a reduction in the frequency of drug use	97 youth reported a reduction in the frequency of drug use
Youth reduced or stopped using drugs <small>(regular schools)</small>	14,958 youth participated in substance use prevention and education sessions	

*Program reporting period: July 1, 2017 to June 30, 2018. Program reports due to United Way: August 15, 2018. Outcome data analyzed and reported by United Way: November 2018. Outcome measurement and collection methods available in Appendix B.

Goals For the Future

United Way is focused on helping more kids stay on track to succeed—both in school and in life. Over the next three to five years, United Way is committed to:

Growing the number of vulnerable youth on track to graduate, by focusing on prevention and intervention strategies that prioritize:

- Increasing the number of preschoolers who receive enriched skills development supports.
- Increasing the number of families receiving parenting supports.
- Increasing access to one on one mentoring for youth.
- Increasing the number of youth who receive targeted academic and graduation focused program supports.

Improving the level of mental health and well-being for kids, by focusing on:

- Ensuring the community is mobilized around prevention, diversion and early intervention in support of youth in crisis.
- Increasing timely counselling and substance abuse prevention.
- Increasing supports for parents and caregivers.
- Increasing the number of youth housed and supported with critical case management services.





Donor Testimonial

I give to the community because I believe it is my responsibility to give back to the city where I have put down roots and live so comfortably.

I will always remember the words of one of a United Way campaign chair who said, "For a city to be great, it has to be great for everyone." That really resonated with me. All around us we are aware of those for which life is still not great. We need to focus on them to truly make Ottawa a compassionate city we can all be proud of, where everyone can prosper.

I have chosen education and the welfare of children as a particular area to support due to my 40-year career in education. Children are the future of our community, and lives can be changed more easily when they are reached at a young age. They may be the innocent victims of circumstances beyond their control, yet every gesture of support and kindness builds a healthier, more prosperous future for them.

As I learned more about the workings of the United Way, I was pleasantly surprised that it had been a very long time since they were a "flow through" of charitable donations, but rather they had evolved to become influencers and agents of change in the community. They create partnerships, provide resources, expertise and good stewardship to local organizations, and they ask for accountability for every donated dollar. I know when I give that my donation is going to have the greatest impact and the greatest protection over how those dollars are spent.

I believe that there is still no one big challenge facing our community, but rather a number of critical areas needing focus. I believe that the United Way continues to align their efforts and resources to those most critical areas. It would be so easy to spread themselves too thin, trying to be everything to everyone, but then not having sufficient impact on key areas. United Way makes those tough, but wise, choices and succeeds in turning around the lives of so many, over and over again.

Mary Ann Turnbull,
United Way Donor



From Poverty to Possibility

An Investment in Action

Doug regained his confidence

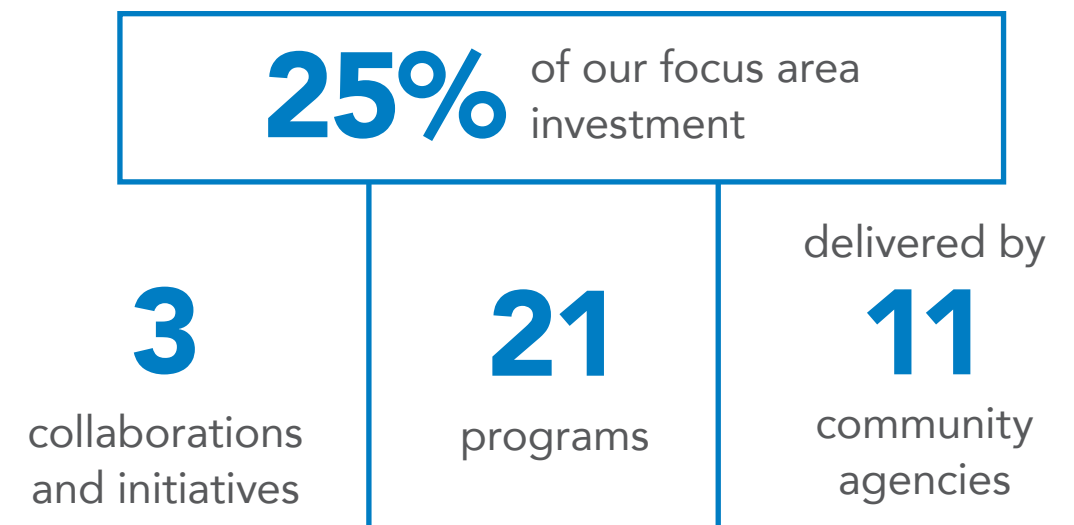
With a trailer full of tools, signage and parts in tow, Right Bike's head mechanic, Doug, cycles across the city to offer free bicycle tune-ups, repairs and education sessions in neighbourhoods with limited access to these kinds of resources, as well as connecting with groups such as refugee kids who are new to Ottawa and families living on tight incomes. A bonus for Doug: while helping others, he's also strengthening the future for himself.

Part of the Causeway Group of Social Businesses, Right Bike started in 2011 and has grown exponentially to help dozens of people in 12 Ottawa neighbourhoods. United Way works with organizations like Causeway to improve employability for people who have had trouble finding a job due to circumstances beyond their control.

"Working for Right Bike has had a tremendous impact on my self-confidence. I'm now entertaining some very good job prospects," says Doug. By investing in programs and initiatives that provide people with opportunities to thrive, we help build a stronger community for everyone.

[Watch the video](#)

By The Numbers*



As a result of these investments:



**Full investment breakdown by focus areas available in Appendix A*

The Issue

In Ottawa, only **62.8 per cent** of people with disabilities participate in the labour market compared to **81.8 per cent** of the general population.⁹

58%

of immigrants and new Canadians cannot find meaningful employment in the field they were trained in

1 in 3

employers in Ottawa report difficulties in recruiting the skills they need for their businesses

In 2012, the unemployment rate for youth aged 15 to 24 was 14.3 per cent, compared with a rate of 6 per cent for workers aged 25 to 54 and workers aged 55 or older.¹⁰ Further:

- People with disabilities are **often overlooked** during the recruitment process.
 - In Canada, **23%** of people with a disability live in low income, compared with **9%** of those without a disability.¹¹
 - In 2016, Ottawa’s unemployment rate was **6.4%**. That same year, unemployment in Ottawa stood
- at **15%** among immigrants who had arrived within the preceding five years.¹²
 - **14%** of Ottawa’s youth are unemployed. The rates are higher for Indigenous youth at **16%**, and immigrant youth at **18%**.¹³
 - Many Ottawa residents are financially insecure: In some neighbourhoods, **more than 30%** of individuals are living in low income¹⁴.

There continues to be major barriers to inclusion in the workforce for newcomers, people with disabilities and youth, including stigma, misinformed perceptions and biased or outdated assumptions.

Our Response

With our commitment to impact, our role as community convener, and our involvement with other funders and planners in this area, we are able to leverage our network of partners and donors to help our community come together for solutions that will work for Ottawa.

We take a multi-pronged approach to addressing employment disparities for vulnerable populations, most substantially through initiatives that bring key community stakeholders together to pursue a collective mission. These include:

Employment Accessibility Resource Network (EARN)

A community-wide initiative led by United Way and supported by the Government of Ontario that brings together employers, service providers and other partners with the goal of increasing employment opportunities for people with disabilities and promoting inclusive and accessible workplaces.

Hire Immigrants Ottawa (HIO)

An initiative that brings together employers, immigrant agencies and stakeholders, Hire Immigrants Ottawa enhances employers’ ability to access the talents of skilled immigrants in the Ottawa area. HIO’s mandate is to increase the capacity of employers in the Ottawa region to more effectively attract, hire and integrate skilled immigrants into skills-appropriate positions. It does so by convening and collaborating with employers, building employer capacity and raising public awareness. The initiative receives support from the Government of Ontario.

Partnering for Success in Youth Employment

An initiative co-chaired by United Way, the Royal Bank of Canada and the Ottawa Employment Hub, including employers and key community partners from the non-profit and private sectors, that is focused on improving labour market outcomes for youth and improving entrepreneurial skills.

United Way will continue to maximize the outcomes that strong community partnerships bring.

The Outcomes*

As part of our commitment to measuring our impact, we track and report how our investments make a difference.

Outcomes	Results	
Engagement in the labour market	1,355 supported individuals gained employment	852 individuals received job skills training
Newcomers are engaged in the labour market	67% of newcomers found employment	309 newcomers found employment
People with disabilities are engaged in the labour market	78% of employers increased their knowledge of barriers faced by people with disabilities	190 employers increased their knowledge of barriers faced by people with disabilities
People with disabilities are engaged in the labour market	1,012 job seekers with disabilities found employment	
Youth are supported in their transition to employment	76% of youth gained post-secondary employment, further education, or credentials	111 youth (ages 15-24) gained employment
People in financial crisis receive supports	3,203 people in financial crisis received financial services and supports	

*Program reporting period: July 1, 2017 to June 30, 2018. Program reports due to United Way: August 15, 2018. Outcome data analyzed and reported by United Way: November 2018. Outcome measurement and collection methods available in Appendix B.

Goals For the Future

United Way is committed to ensuring more people in Ottawa achieve financial independence and stability. Through a partnership-focused approach to prevention, intervention, training and employer engagement, we will ensure:

Vulnerable populations have increased knowledge and access to financial concepts, supports and tools, resulting in:

- Increased awareness overall of financial literacy, supports and opportunities.
- Improved systems navigation and access to relief programs for people in financial crisis.

More underrepresented people participate in the labour market and find employment, through:

- An increase in newcomers, people with disabilities and youth receiving career mentoring and skills coaching.
- More employers using socially innovative practices, such as social enterprise and social procurement.
- More people receiving job finding, workplace and retention supports.
- More employers actively engaged in systems-level change around inclusion.
- An increase in youth supported in transitions from school to work.



Healthy People, Strong Communities

An Investment in Action

How Brenda changed from isolated senior to community leader

Brenda and her husband spent most of their lives managing a bed and breakfast in a small Newfoundland town. There, Brenda thrived. She was social, loved meeting new people, and had a knack for hospitality. When she moved to Ottawa after her husband passed away in 2003, she says everything changed: "I stopped everything that I loved to do."

Brenda has spent the past 13 years living with her daughter and two grandchildren. The only time she would leave their home was when her daughter took her out. "It was barely an existence," she says. "It's not a good way for anybody to live."

One day, her daughter found a local seniors' centre funded by United Way. After much persuading from her daughter, Brenda went on a tour of the centre. The next day, she became a member. Now, being connected to a social community, Brenda visits the centre as often as four days each week, teaching arts and craft classes and taking part in physical activities.

Thanks to a supportive family and social program, Brenda found the support she needed to feel valued and part of her community again. "I wouldn't even want to think what would happen if we didn't have people donate to the United Way," she says.

[Read the full story](#)

By The Numbers*

38% of our focus area investment

4

collaborations
and initiatives

70

programs

delivered by

57

community
agencies

As a result of these investments:

72,954

unique individuals
were supported

200

children and youth were
supported every day

with the help of

3,876

volunteers

who contributed

184,425

hours

*Full investment breakdown by focus areas available in Appendix A

The Issue

United Way understands that neighbourhoods are the heartbeat of any city—these are the communities that drive change, protect and support their residents, and shape lives and livelihoods.

United Way is committed to building healthy and vibrant communities for people of all ages, backgrounds and circumstances. We do this by increasing equity, social cohesion and leadership, by reducing isolation, and by ensuring those in crisis have access to the supports they need to succeed.

But we also understand the barriers to success:

1 in 5
people in Ottawa
will be touched by a
mental health issue.

- In Ottawa, opioid overdose emergency department visits **approximately doubled** in the summer months of 2017 (an average of 45 visits per month) compared to the same period in 2016 that averaged 22 visits per month.¹⁵

39%
of Canadian adult women
reported at least one sexual
assault since the age of 16.¹⁶

- **26%** of Ottawa seniors live alone. In some neighbourhoods it's as high as **53%**, making them more vulnerable to social isolation.¹⁷
- The percentage of long-term caregivers in Ontario who report being distressed or unable to continue providing care has recently **doubled to 33.3%**.¹⁸

Our Response

By focusing on place-based change, United Way addresses these challenges through partnered approaches that leverage the contributions of service partners, government and residents to build community-level resilience and cohesion.

This is how we contribute to improved measures of well-being, including increased social inclusion and equitable outcomes—specifically in Ottawa’s most vulnerable neighbourhoods. The goal is to create more equity across all neighbourhoods through building a set of social, economic and cultural opportunities for all residents.

Part of how United Way does this is through initiatives that bring key community stakeholders together to pursue a collective mission. These include:

Ottawa Neighbourhood Social Capital Forum (ONSCF)

The ONSCF was established in 2011 to create stronger neighbourhoods, with the objective of increasing resident-led initiatives in priority neighbourhoods. Since then, resident engagement has increased 258 per cent, contributing more than 27,000 volunteer hours and working with an increasing number of partners (up 112 per cent over five years).

Creating the Change We Want

Creating the Change We Want (CCWW) is a United Way-funded initiative that helps residents build skills and confidence to work on making positive changes together. Over the past four years, more than 400 resident leaders and front-line staff have been paired and trained to get neighbours talking and working together on issues where they live. The kinds of skills that the initiative helps develop include engaging other residents, building positive relationships among neighbours, running effective meetings, learning about advocacy and more. Creating the Change We Want sessions are led by neighbourhood leaders and community developers in Ottawa’s priority neighbourhoods.

Successful Aging Strategic Council

United Way’s Successful Aging Strategic Council is a partnership between donors, seniors, service providers, organization representatives, business leaders, government, educators and other funders convened to provide leadership, direction and support to United Way in relation to seniors and aging through the development of resources, partnerships, alliances, projects and initiatives within and across sectors.

United Way will continue to maximize outcomes on behalf of Ottawa’s neighbourhoods through strong community partnerships and support for innovative practices.



The Outcomes*

As part of our commitment to measuring our impact, we track and report how our investments make a difference.

Outcomes	Results	
Adults in crisis have access to immediate supports	78% of individuals felt supported and had their stress levels reduced	46,862 individuals received crisis supports
Seniors have improved well-being and are less isolated	62% of seniors reported decreased isolation	1,904 seniors reported decreased isolation
Neighbourhoods achieve positive change	7,555 residents came together to engage on issues of shared importance	
Adults have access to mental health and addiction supports	84% of clients experienced a reduction in stress and anxiety	808 clients experienced a reduction in stress and anxiety
Refugees of the Syrian crisis have access to settlement supports (United for Refugees)	1,000+ Refugees received settlement supports	

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Goals For the Future

United Way is committed to ensuring Ottawa is great for everyone—an outcome we will accomplish by channeling support, resources, and collaboration that helps people directly, and their neighbourhoods more broadly. By focusing on both upstream prevention solutions and critical intervention approaches, United Way will:

Increase the number of vulnerable people who receive support to improve their well-being. This includes:

- More people with timely access to crisis supports, case management and counselling services—including one-on-one and telephone supports.
- Improved access to prevention tools and initiatives.
- Improved access to programs that build social, mental and emotional resilience.
- An increase in vulnerable people involved in programs that reduce isolation.
- More at-risk children, youth and seniors engaged in social recreation.
- More people in financial crisis who have access to basic needs supports.

Increase the number of people who feel engaged and safe in their communities, by:

- Ensuring more vulnerable communities and neighbourhoods support and participate in initiatives that promote equity and inclusion.
- Increasing investment and utilization of the collective impact approach, and place-based methodology, to address complex systemic social issues.





Lanark County

An Investment in Action

Developing self-esteem and resiliency among youth

The BE STRONG (Building Encouraging Supportive Trusting Relationships On Neutral Ground) program brings restorative justice practices like peaceful conflict resolution to kids and staff in the schools and youth centres of Lanark County. The initiative focuses on developing self-esteem and resiliency among local youth, which leads to social and emotional literacy and inclusiveness.

Launched in 2016 from an initial two-year \$20,000 seed funding grant provided by United Way Lanark County, Lanark County Community Justice was successful in securing \$15,000 from the Law Foundation of Ontario, and a \$318,000 Ontario Trillium Foundation Grow grant.

Over a three-year period, more than 12,000 kids across Lanark County and Smiths Falls were impacted. Hazel, a student participant, said she and her friends have learned how to unite our community: “We’re able to trust each other and make a stronger bond, and it will help us be a stronger community.”

Young people who are skilled in restorative practices and are integrated into a culture of caring at their school leads to some pretty incredible outcomes, including improved mental, emotional and physical health, reduced addictions, less behavioural and discipline problems, and increased odds of a successful transition into adulthood.

The Challenges

16.6%

of children and youth aged 17 and under are living in low income.¹⁹

17.6%

of seniors are living in low income, which increases their likelihood of experiencing loneliness and social isolation.²⁰

Results

In 2017-18, United Way Lanark County and agency partners have made significant progress with more than **10,970 individuals served**. The results included here represent a snapshot of the annual results reported by eight partner agencies.

Organization	Type of Program	People Served	Total Investment
Adult Learning and Training Centre	Literacy and skills training services	28	\$10,125
Big Brothers Big Sisters of Lanark County	Mentorship and after school programs for children and youth	305	\$35,000
Carleton Place and District Youth Centre	Youth empowerment programming	65	\$3,250
Mills Community Support Corporation / Community and Primary Health Care	Support resources for seniors	1,500	\$4,500
Lanark County Community Justice Programs Inc.	Transportation subsidies for volunteers; Learning to Lead Restoratively program	8,735	\$18,000
Lanark Highlands Youth Centre	Life and social skills programming for youth	182	\$8,750
YAK (Youth Action Komitee of Perth and District)	Employment and life skills development programs	220	\$18,728
Ontario 211	Community and social services help line	421	\$4,000



Renfrew County

An Investment in Action

Alex and Sara: On the road to successful living

They met in elementary school as children and dated in high school as teens. As adults, they had two children, but fell into an addiction. After social services threatened to take their kids away, they signed them over to Sara's mother, and then spent three months living in a tent outside town. They weren't eligible for social assistance because they didn't have an address.

Today, just into their thirties, Alex and Sara have been for clean for more than five years and are married. They live in an apartment, have a four-month old daughter, and it won't be long before they get their other two children, now nine and 10, back full-time.

None of that, Alex and Sara say, would have been possible without help from the many good people involved with the Grind Pembroke, which is supported by United Way Renfrew County. The Grind is a hybrid coffeehouse, temporary shelter and most recently opened an office next door where people in need can be connected with health and social services in a private space. "I like to describe us as not giving a handout, but a hand-up," says Grind executive director, Jerry Novack.

The Challenges

15.5% of children and youth aged 17 and under are living in low income.²¹

- **13.6% of seniors** are living in low income, which increases their likelihood of experiencing loneliness and social isolation.
- The municipalities with the highest percentage of low income seniors were Brudenell Lyndoch and Raglan, Killaloe, Hagarty and Richards, Bonnechere Valley and Madawaska Valley.²²
- All four municipalities have **more than 20% of seniors** living in low income.²³

Results

In 2017-18, United Way Renfrew County and agency partners have made significant progress with more than **5,100 individuals served**. The results included here represent a snapshot of the annual results reported by 11 partner agencies.

290 individuals and families accessed emergency housing, food and transportation supports.

- **40 seniors** living in a hospice setting and their families received professional counselling and caregiver support.
- **3,847 vulnerable youth** received housing and mental health supports.

Organization	Type of Program	People Served	Total Investment
Petawawa Military Family Resource Centre	Parenting programming	46	\$5,000
Robbie Dean Family Counselling Centre	Mental health counselling supports	3,600	\$26,000
Arnprior Family Preschool Resource Centre	Early years, food and transportation programming	95	\$6,000
Killaloe Community Resource Centre	The Parent Café	25	\$20,000
Family and Children's Services of Renfrew County	Safe Shelter for Youth Program	11	\$25,000
The Grind Pembroke	Counselling and temporary emergency shelter	236	\$25,000
Boys and Girls Club of Pembroke	Drop in and after school programming	141	\$40,000
Hospice Renfrew Inc.	Seniors programming and family support	40	\$15,000
North Renfrew Family Services	Counselling and family support	124	\$20,680
211 Ontario	Community and social services help line	672	\$12,666
Salvation Army/ Yakka Youth Centre	Youth drop in centre and mentoring	97	\$16,000





Prescott-Russell

An Investment in Action

A parent's perspective: Nourishment for success

Children and youth who are well nourished have more energy, concentrate better in class and are better prepared to participate in academic and physical activities. The Healthy Eating for Better Learning program helps children and youth who live in Stormont, Dundas, Glengarry, Prescott and Russell counties get the nourishment they need to succeed, supports healthy development, contributes to prevention of diet related health concerns and promotes healthy lifestyles.

"Two years ago, both my partner and I found ourselves unemployed. Month after month, the bills kept coming in but the meager revenue we were receiving on unemployment was hardly enough to cover all living expenses. As a parent of two young daughters in elementary school, my biggest fear was how our precarious situation would affect their capacity to learn at this critical stage.

Although we did our best to provide the children with nutritious lunches, their daily activities of learning to read, developing social skills and basic math all seem very daunting on an empty stomach. Thankfully, our school, just like all of the elementary schools on the territory of Prescott-Russell, is served by the Healthy Eating Better Learning program. The girls had unlimited access to fruits and cheese, providing them that extra support when their own meager lunches were gone.

I am so thankful for this program funded in part by United Way Prescott-Russell. Without discrimination, all children, including mine, have access to nutrition to fuel their bodies so that their minds thrive." – A Prescott-Russell Parent

The Challenges

11.6%

of children and youth aged 17 and under are living in low income.²⁴

14.5%

of seniors are living in low income, which increases their likelihood of experiencing loneliness and social isolation.²⁵

Results

In 2017-18, United Way Prescott-Russell and agency partners have made significant progress with more than **24,000 individuals** served. The results included here represent a snapshot of the annual results reported by 16 partner agencies.

786

 individuals and families accessed emergency housing, food and transportation supports.

- 18,289 children and youth took part in programs that prepared them to succeed in school and in life.
- 2,292 individuals received mental health and/or addictions supports.
- 2,023 seniors received living supports such as transportation, home assistance, meals and more to prolong their independence.

Organization	Type of Program	People Served	Total Investment
Groupe Action	Play groups and child-centered workshops	317	\$11,250
100% Active	After school programming	418	\$15,000
Centre Novas	Sexual violence prevention	565	\$7,500
Healthy Eating for Better Learning	Nutritious breakfast and snacks for children attending Prescott-Russell schools	16,819	\$15,000
Canadian Mental Health Association	Mental health presentations	1,740	\$15,000
Parents Lifelines of Eastern Ontario	Parent support group and telephone helpline	406	\$15,000
Interlude House	Pattern Changing and Empowerment workshops	53	\$12,573
Prescott-Russell Community Services	Support for volunteers of fixed-incomes	2,023	\$15,000
Regroupement Autisme Prescott-Russell	Support and social group for francophone individuals with autism	68	\$7,500
Good Neighbours Food Bank	Food and other supports for families and individuals	570	\$15,000
L'Original Food Bank	Food and other supports for families and individuals	78	\$11,250
Centre Chrétien Viens et Vois	Healthy meals, company and support	138	\$7,500
Groupe Action	Outreach Attendant Care respite program	113	\$11,250
Le Phénix	Employment support for people with disabilities	96	\$11,250
Ontario 211	Community and social services help line	921	\$10,261



What's New?

Unveiling Ottawa's New Wall of Inspiration

On the morning of Friday, September 14, hundreds of people from across Ottawa gathered at City Hall for the unveiling of United Way Ottawa's updated Wall of Inspiration—a giant mural of the map of Ottawa that recognizes volunteers and pays homage to the spirit of community building.



"A community is only as strong as its people, and that each of us has the ability to affect change, no matter how small," said Mayor Jim Watson, before lifting the curtain on the 250-square-foot installation.

The Wall of Inspiration displays a growing list of more than 800 Community Builders recognized by United Way Ottawa since the year 2000.

"The people honoured on the Wall of Inspiration were each recognized because of the actions they took, decisions made, the lives they changed," said Michael Allen, President and CEO of United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties, as he addressed the audience. "Like the 2017 inductees who will have their plaque revealed for the first time today—you care about our city. It's what brought you here this morning. We've all got that in common—a local love that inspires us."

A Profile of Vulnerable Seniors

The four United Ways of Prescott-Russell, Ottawa, Lanark County and Renfrew County came together in 2017 to share administrative resources so we could enhance our capacities and deliver even greater impact within the local communities we serve.

In this same year we also produced our first piece of public policy—a report entitled *A Profile of Vulnerable Seniors in the Ottawa Region*. The purpose of the 2017 report was to support United Way Ottawa and its local community partners to better plan for an aging population.

It was during the writing of this first report that it became clear that the needs of vulnerable seniors in our rural communities required deeper study, particularly given that rural Ontario is aging faster than the provincial average. Additionally, with a decrease in seniors migrating to urban centers, our rural communities need to be ready to address the complex needs of this particular aging population.

Throughout the past year, Centraide Prescott-Russell, United Way Renfrew County and United Way Lanark County met and worked with local organizations, service providers, key stakeholders to share information and learn about the needs each community is facing when it comes to supporting seniors.

A Profile of Vulnerable Seniors in the United Counties of Prescott and Russell, Lanark County, and Renfrew County represents one of the first times Ontario's rural seniors, and particularly those who are vulnerable across a variety of domains, are the focus of study.



Accenture's Changemaker Challenge

As a global organization, Accenture is committed to having an impact where they work and live—that's why they are a strong partner of United Way Ottawa.



In 2018, Accenture dedicated one all-day staff meeting to the community. Employees and executives came together for an interactive experience living a day-in-the-life of an individual in our community who has relied on services supported by United Way.

This simulation was a unique way to engage employees in the issues faced by vulnerable members of our community and connect donors to the impact that their support of United Way has in their community. Participants walked in the shoes of individuals facing a mental health crisis, dealing with substance misuse and experiencing barriers to employment. Through the simulation, they lived that person's story and the challenges they faced, making decisions along the way before being introduced to real individuals who had overcome these challenges.

"I learned from an experiential level what it means to be in need. I felt much closer to the causes I support through my organization and it really made me think more about the money that I give and the time that I give and it made me excited for our campaign this year," said Rebecca McCormick, Accenture employee and simulation participant.

EARN and the Accessibility for Ontarians with Disabilities Act

United Way Ottawa leads an initiative called the Employment Accessibility Resource Network (EARN), which builds partnerships with employers and service providers to improve employment opportunities for people with disabilities. The success of EARN positioned United Way Ottawa well in the community to lead The Accessibility for Ontarians with Disabilities Act (AODA) Project, funded by the Government of Ontario.

The project ran between October 2016 and October 2017 and its key objectives were two-fold:

1. to educate and inform businesses in Ottawa as well as in Lanark and Renfrew Counties about the AODA and its compliance requirements with a focus on the accessible employment standards;
2. to create and pilot a regional public education and outreach model that could be scaled province-wide, particularly in regions where there is an urban hub surrounded by rural areas.

In June 2018, EARN's [Regional Model of Public Education and Outreach](#) was published. The AODA project was successful in meeting—and in many cases surpassing—its objectives. By the project's conclusion:

- 2,412 small and medium sized businesses in Ottawa, Lanark and Renfrew Counties were approached to ensure compliance with the Act, and to provide an introduction to EARN.
- Four AODA Coordinators hired by EARN staff met with 3,734 participants at one-on-one meetings, education sessions and special events.
- 29 new applications to EARN were received from Lanark and Renfrew Counties combined with another 16 from the Ottawa area.
- 91% of survey respondents reported an increase in their knowledge of the AODA standards and compliance requirements thanks to our efforts.

Youth Collective Impact

The issue of rural youth homelessness has been a focus for social service agencies in Lanark County for many years. As part of a Canada-wide focus on reducing homelessness, local organizations have been working together to develop a homelessness strategy.



The Youth Collective Impact process, which began in Lanark County in 2015, has helped solidify partnerships with agencies and youth to look at creative ways of helping those who are homeless, or are at risk of becoming homeless.

By its final report in December 2018, the group had gone through the four phases of Collective Impact, as outlined by Tamarack's Eco-System Mapping Tool: Exploration, Development, Creative Destruction, and Maturity.

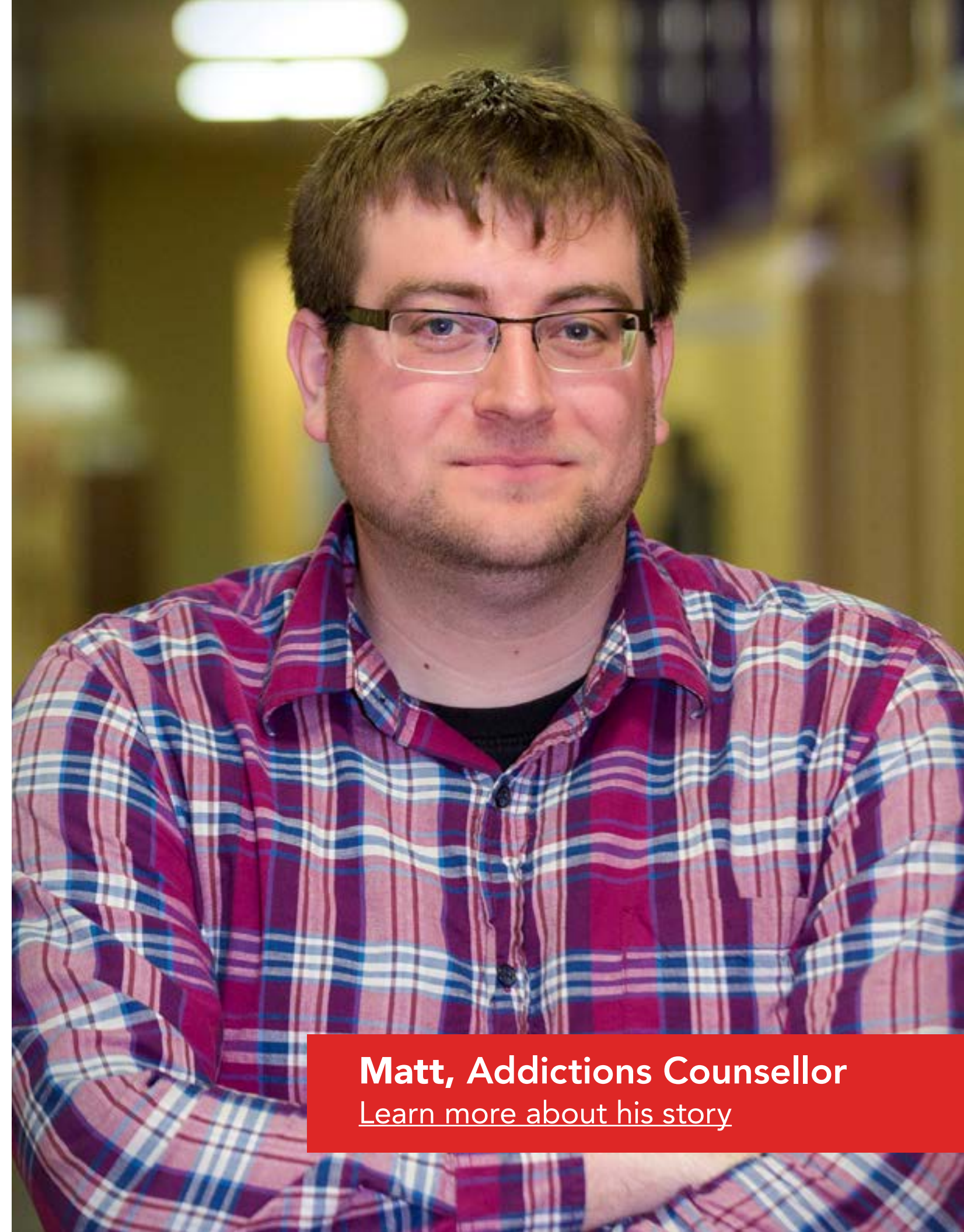
"Working within the structure and framework model of Collective Impact was a meaningful experience," said one service provider who participated in the project. "Youth Collective Impact afforded the opportunity to become better aware of gaps in service, vulnerable populations and existing assets in the community."

Call for Proposals Pilot

The Regional Amalgamation pilot Call for Proposals was established to test the collaboration with the four regions, collect lessons learned for process adaptation and to test waters with partners who have never used an online application process with United Way.

Six programs were initially funded under the Critical Hours Regional Amalgamation pilot program. Funding began in July 2017 and end in June 2018 with reports due in September, 2018.

As a result of this pilot, United Way Lanark County is now using United Way Ottawa's already established grant management system. Both United Way Prescott-Russell and United Way Renfrew County aim to move to the same system within the next two years. All four branches are also now on the same funding cycle. This allows the organization to report the entirety of our investments as a whole, and where possible, aggregate results.



Matt, Addictions Counsellor
[Learn more about his story](#)

Here for Community

After the Storm in Ottawa

On September 21, 2018, a devastating storm ripped through Ottawa. Multiple tornadoes touched down in the region, causing significant damage to houses and local hydro grids. Almost all of western and southern Ottawa was without power—170,000 households were affected. Many leading organizations came together, forming *After the Storm*—a partnership led by United Way Ottawa where all members are committed to collaborating and planning for recovery.

So far, thanks to Ottawa's generosity, United Way has invested nearly \$288,000 in neighbourhoods hit hardest by the storm, and has committed a further \$249,000 in supports for 2019. These investments targeted:

- Mental health supports and counselling
- Information, program and navigation supports
- Outreach and support to isolated seniors via door-to-door check-ins
- Basic needs and supplies—things like clothing, gas and household supplies
- Food security—topping up the food banks in need

Every step of the way, we worked with community associations in the areas affected to determine their needs and invest the funds we have accordingly.

We are so grateful for those who donated to support those most in need. Workplaces, like Enterprise Holdings—which operates as Alamo, National, and Enterprise Rent-a-Car in Ottawa—immediately mobilized to help support those affected. Working with their United Way manager, they launched a custom website dedicated to raising funds for *After the Storm*. With a clear goal in mind and a direct line of sight to the impact they were having on the thousands of individuals affected by the tornadoes, Enterprise and their generous employee donors saw incredible growth in their campaign.

We are also so appreciative of the donors who entrusted United Way with a legacy gift. Because of these individuals, we were able to immediately invest testamentary funds totaling \$20,000 to support those most in need.

In coordination with the *After the Storm* initiative, CUPE Local 503 and Ottawa's music industry came together to host a benefit concert in support of those most affected by the tornadoes.

The aim of the event was celebrate our city and its response to the disaster, as well as the region's shared commitment to supporting each other during the most difficult of times. The event was a tremendous success with an estimated 5,000 people in attendance—including residents from Trend-Arlington and the Dunrobin area who were hardest hit by the tornadoes—and more than \$50,000 raised.

The work of the *After the Storm* partners continues, by advocating for any ongoing necessary support in the affected neighbourhoods, monitoring progress on the recovery process to ensure no one is left behind, and planning ahead for future natural disasters.

After the Storm

In the wake of this crisis, let's come together to provide support now—and in the long-term.



Flooding in Prescott-Russell

As a result of the 2017 flooding in the Prescott-Russell region, United Way Prescott-Russell and the Canadian Red Cross formed a Flood Recovery Committee, which included mayors of the affected municipalities, staff from the United Counties of Prescott-Russell, and key social service organizations. The committee identified a need for a Volunteer Coordination Strategy and for the promotion of the Ontario 211 service as a means to access disaster services during a crisis.

On May 9, 2018, United Way Prescott-Russell invested \$30,000 to support flood-affected residents by easing access to existing services, while enhancing volunteer coordination and building community capacity to help with future community crises. Funds were raised at a community concert and through other generous groups and individual donations.



Emily, Youville Graduate
[Learn more about her story](#)

Moving Forward

A Message From Our Board Chair

Every year, thousands of people rely on United Way to be healthy and thrive in their communities.

2018-2019 was an incredible year. Reflected in the pages of this “Year in Review” annual report are the many bright spots in our work—the amazing response of the community to crisis, new and innovative partnerships, and our measureable success in addressing the chronic challenges in our area.

But as a newly amalgamated organization dedicated to delivering true impact, it is our duty to also reflect on the hurdles we faced and grow from our challenges.

The obstacles we—and all charities—face, are many.

A rise in household debt, precarious employment, changes in the workplace, and even an increase in “competition” among Canadian causes have all contributed to a year-over-year decline in revenue.

Without a doubt, the nature of our fundraising has changed.

How much we are able to raise, but also where funds come from, and even the areas donors wish to give to, continues to evolve.

But the challenges the most vulnerable face are also growing in many areas.

In the context of what has become a devastating opioid crisis, we must continue to support people who struggle with addiction.

As local homeless shelters reach full capacity in the cold winter months, and with affordable housing stock not keeping up with demand, we must reach homeless youth before their situations become chronic, and lifelong.

With increased violence in at-risk neighbourhoods, it is our responsibility to provide youth with safe, educational places to stay after school—keeping them on the path to graduation and opportunity.

The population of seniors is larger than ever before, and growing. So too is the threat of social isolation, and the negative health outcomes both seniors and their caregivers face.



If one thing is true, it is this: In these changing times, United Way is more important than ever before.

As we move forward into the new year, we know that a successful United Way is one that has the courage to adapt. This is why we will continue to be innovative, nimble, and most importantly—responsive to growing needs and aligned to donor interests.

With our partners beside us, this United Way is the trusted organization who can truly change the lives of the people depending on us—and our record shows this.

It is our hope that you will join us on our journey.



A handwritten signature in blue ink, reading "Karen Williams".

Karen Williams
Board Chair | United Way Prescott-Russell,
Ottawa, Lanark and Renfrew Counties

Appendix A

United Way Investments by Focus Area (Ottawa)

Common Language

Focus Areas: Through research, consultation and analysis we’re able to identify where our community needs help the most and where our investments will show the greatest results. The three focus areas (All That Kids Can Be, Poverty to Possibility and Healthy People, Strong Communities) each concentrate on specific needs, and connects with programs and services to make the greatest impact possible.

Priority Goals: United Way’s current priority goals for investment focus on specific issues that cut across disadvantaged populations to achieve community impact. To advance these priority goals, we invest for results in terms of people served, program outcomes and lives changed for the better. These goals are designed to: Address root causes or systemic issues, offer rich opportunities to align the work with multiple community partners, enable evidence-based approaches and capitalize on community energy.

Investment Breakdowns by Focus Area (2017-18)

All That Kids Can Be Priority Goal Funding

Investment Area	Program	Type of Program	Total Investment
Critical Hours	41	Homework clubs, social recreation, leadership development	\$1,477,980
		Ottawa Child and Youth Initiative—Community	
		Enhanced Homework Clubs and Summer Achievement Gap (six program sites), sports programming	

School Readiness	5	Parenting support, parent-child activities, skill development Ottawa Child and Youth Initiative—Community collaboration.	\$360,476
Youth Homelessness	7	Wrap around housing supports, network support	\$388,683
Mental Health/ Addictions	13	Parent supports, refugee supports, counselling and addiction support programs.	\$630,239
		project step (non-mainstream school and out-of-school support programs, counselling, parent programs, research, school-based counselling programs).	\$108,475 (in-kind)
		Rapid Opioid Response, school-based counselling	
Capacity Building	1	Agency capacity building (children and youth)	\$34,393
Crisis Supports	1	Crisis (children and youth)	\$47,468

Poverty to Possibility Priority Goal Funding

Investment Area	Program	Type of Program	Total Investment
Employment for Newcomers	8	Supportive employment programs, employment readiness programs.	\$1,009,036
		Hire Immigrants Ottawa (HIO)	\$42,949 (in-kind)
Employment for People with Disabilities	7	Social enterprises, supportive employment programs, employment readiness program.	\$546,171
		Employment Accessibility Resource Network (EARN)	\$55,159 (in-kind)

Agency Capacity Building	1	Agency capacity building (employment support and poverty reduction)	\$45,013
Financial Crisis	4	Financial literacy/crisis, energy bill relief. Financial crisis/literacy—Small Change App	\$415,884
Youth Employment	1	Employment supports	\$11,856

Healthy People Strong Communities

Priority Goal Funding

Investment Area	Program	Type of Program	Total Investment
Mental Health/Addictions	11	Counselling, peer supports	\$886,889
Crisis Supports	9	Distress lines, crisis counselling/ intervention. 211 (Referral service)	\$581,999
Successful Aging	20	Programs that help seniors remain in their homes, recreational programs/day programs	\$606,746
Strong Neighbourhoods	23	Resident engagement, supporting community initiatives, asset mapping. Community groups reducing social isolation, increasing community safety, improving access to healthy food, building skills, and job training. Labour Community Services. Capital projects with direct community benefit	\$556,637
Capacity Building	7	Volunteer management, research and evaluation, internal capacity, financial management. Ottawa Neighbourhood Study	\$473,022

Appendix B

Outputs, Outcomes, and Measurement Collection Methods (Ottawa)

Outputs measure the quantity and quality of services provided by partner agencies (e.g. clients served, hours of service, activities that took place, sessions held, pamphlets produced, etc.). In other words, Outputs measure how much you did and how well you did it.

Should a program be funded: With any indicators that have percentage as the unit of measure, in the annual program report, United Way asks for the calculation (e.g. numerator and denominator) used to determine the result.

In addition, if a program received one year of funding for a new or modified program, United Way asks for a six month progress report in January of the first year. This report is then used to help assess whether a program should receive funding for a second year should you they reapply. It is advisable for programs to have one or more indicators that can be reported on in the six month report, instead of only indicators that can be measured once per year. The six month progress report asks for results on indicators and a short narrative explanation of activities and results thus far.

Outputs by Priority Goal and Focus Area 2017-18 in comparison to 2016-17:

Focus Area	Priority Goal	Total # Served 2017-18	Total # Served 2016-17
All That Kids Can Be	Critical Hours	7,702	8,130
	Crisis Supports—Children and Youth	61	75
	Mental Health	2,817	2,554
	School Readiness	976	780
	Youth Homelessness	219	248

Focus Area	Priority Goal	Total # Served 2017-18	Total # Served 2016-17
Poverty to Possibility	Critical Hours—Employment	20	21
	Crisis Supports—Financial	3,203	1,868
	Agency Capacity Building	17	9,106
	Employment—Newcomers	1,269	1,526
	Employment—People with Disabilities	1,206	1,254

Focus Area	Priority Goal	Total # Served 2017-18	Total # Served 2016-17
Healthy People Strong Communities	Crisis Supports—Adults	45,483	36,976
	Mental Health	20,109	7,752
	Successful Aging	6,911	6,677
	Strong Neighbourhoods	15,049	8,388

Outcomes

Outcomes measure the broader results achieved through provision of services, in this case at the program or project level. Outcomes quantify the actual effect the agency’s efforts have on its objectives.

For agencies who deal with clients, outcomes could be changes in (or maintenance of) skills, knowledge, attitudes, behaviour or circumstance. For agencies who work at a system level, outcomes could be changes in (or the maintenance of) system level states, conditions, policies, etc. In other words, outcomes measure if anyone is better off, or in the case of system level programs, whether or not the key desired goal has occurred.

Measurement and Collection Methods

Indicator Assessment Definitions for Partner Agencies:

Type: Output or Outcome

Indicator description: Provide the actual indicator. The description should be succinct and without ambiguity. An outcome indicator normally implies directional change using words such as increase, decrease, strengthening, reduce, improved etc. An output indicator typically reports on short-term results or actions that are needed in order to achieve an outcome and uses action words such as trained, completed, identified, held, disseminated, evaluated, launched etc.

Target: Targets should be specific, realistic and ambitious. With few exceptions, targets should be numeric. They cannot be a range (e.g. 45-55 is not acceptable, 50 is acceptable). There is no need to qualify a target (e.g. 50 children) because who or what the agency is measuring should be very clear in the indicator description (e.g. increase in children attending homework clubs).

Indicate target increase percentage: If a partner is eligible and is requesting a multi-year agreement, they may wish to increase some or all of their targets for indicators past year one. If they wish to do this, they can indicate the percentage they would like their target to increase by. For example, if their target is 50 and in year two they want it to be 60, and in year three 72, then their increase is 20 per cent. This is optional.

Unit of measure: The most common units of measure will be number or percentage. For activities such as getting a policy approved or holding a major event, a unit of measure such as complete/incomplete may be more appropriate.

Definition: Agencies have the opportunity to outline what the different terms/words used in the indicator mean to them, since often, terms used are open to interpretation. For instance, in the indicator “decrease in the number of people using drugs”, it would be helpful to further define that ‘people’ are program clients and to be counted as someone no longer using drugs, they must have been off drugs for at least six weeks by the end of the one year program.

Frequency and timing of data collection: How often and when data is collected. Daily, weekly, monthly, quarterly, each January and July, annually, etc. Is there a specific time period when data is collected (e.g. only during the school year, during tax season)?

Method to data collection or calculation: A description of the approach or plan to collect the data, including where data will be kept and how results will be calculated.

Data source: Where the data needed to calculate or track the indicator will be coming from. It should be clear whether the source is internal to the organization or external. If an agency is asked to provide evidence of the figures it calculated or provided for an indicator, they are expected to provide documentation or a source.

Person(s) responsible for data collection: When designing an indicator, it is important to think about who will be responsible for collecting and maintaining the data, to ensure that it will be feasible to collect. Is this a staff member? A consultant? A volunteer? The title of the person responsible should be identified.

Footnotes

¹ Statistics Canada Census of Population 2011; Ottawa Community Data Consortium, Community Data Program of the Canadian Council on Social Development, accessed from the Ottawa Neighbourhood Study under their Terms of Use.

² Pathways to Education: https://www.pathwaystoeducation.ca/sites/default/files/editor_uploads/pdf/Pathways-Results2018_ENGLISH_V2_Spreads_0.pdf

³ Ontario Ministry of Education <https://www.app.edu.gov.on.ca/eng/bpr/indicators.asp>

⁴ Canadian Mental Health Association: <https://cmha.ca/about-cmha/fast-facts-about-mental-illness>

⁵ 2017 Ontario Student Drug Use and Health Survey: <https://www.camh.ca/en/science-and-research/institutes-and-centres/institute-for-mental-health-policy-research/ontario-student-drug-use-and-health-survey---osduhs>

⁶ Royal Ottawa Health Care Group: http://www.theroyal.ca/wp-content/uploads/2015/11/35242.YoungMinds_Brochure.pdf

⁷ The 2015 National Canadian Homeless Youth Survey: Mental Health and Addiction Findings, Sean A. Kidd, Stephen Gaetz, Bill O’Grady, Can J Psychiatry. 2017 July

⁸ Youth Mental Health Canada: <https://ymhc.ngo/blog/2016/04/01/the-reality-of-mental-health-for-youth/>

⁹ Canadian Survey on Disability and the Ottawa Employment Hub 2012

¹⁰ Galarneau, Diane, René Morissette and Jeannine Usalcas. 2013. “What has changed for young people in Canada?” Insights on Canadian Society. July. Statistics Canada Catalogue no. 75-006-X

¹¹ Wall, Katherine. 2017. “Low income among persons with disabilities in Canada.” Insights on Canadian Society. August. Statistics Canada Catalogue no. 75-006-X.

¹² Ottawa Insights by The Ottawa Community Foundation: <https://www.ottawainsights.ca/themes/employment-and-opportunity/employment/>

¹³ Statistics Canada Census of Population 2011; Ottawa Community Data Consortium, Community Data Program of the Canadian Council on Social Development, accessed from the Ottawa Neighbourhood Study under their Terms of Use.

¹⁴ Statistics Canada Census of Population 2011; Ottawa Community Data Consortium, Community Data Program of the Canadian Council on Social Development, accessed from the Ottawa Neighbourhood Study under their Terms of Use.

¹⁵ Status of Mental Health in Ottawa Report 2018, Ottawa Public Health

¹⁶ Sexual Assault Centre: <http://sacha.ca/resources/statistics>

¹⁷ Statistics Canada Census of Population 2011; Ottawa Community Data Consortium, Community Data Program of the Canadian Council on Social Development, accessed from the Ottawa Neighbourhood Study under their Terms of Use

¹⁸ Health Quality Ontario. Measuring Up 2015: A yearly report on how Ontario’s health system is performing, Toronto: Queen’s Printer for Ontario, 2015. <http://www.hqontario.ca/portals/0/Documents/pr/measuring-up-2015-en.pdf>

¹⁹ Statistics Canada, 2016 Census of Population

²⁰ Statistics Canada, 2016 Census of Population

²¹ Statistics Canada, 2016 Census of Population

²² Statistics Canada, 2016 Census of Population

²³ Statistics Canada, 2016 Census of Population

²⁴ Statistics Canada, 2016 Census of Population

²⁵ Statistics Canada, 2016 Census of Population



To read our full 2018-19 Audited
Financial Statements, visit:
uwyearinreview.ca