

- 1. BUILDING BETTER REVITALIZED NEIGHBOURHOODS – NEIGHBOURHOOD REVITALIZATION STRATEGIES FOR HEATHERINGTON AND VANIER SOUTH-OVERBROOK**
- CONSTRUIRE DE MEILLEURS QUARTIERS REVITALISÉS – STRATÉGIES DE REVITALISATION DES QUARTIERS HEATHERINGTON ET VANIER-SUD-OVERBROOK**

### **COMMITTEE RECOMMENDATIONS**

That Council:

1. approve the Neighbourhood Revitalization Strategies for Heatherington and Vanier South-Overbrook as detailed in Documents 2 and 3; and
2. approve \$200,000 funded through the One-time and Unforeseen Provision in 2018 to implement \$54,500 in unspent 2017 Action Items and 145,500 for 2018 Action Items included in the Neighbourhood Revitalization Strategies contained in Documents 2 and 3.

### **RECOMMANDATIONS DU COMITÉ**

Que le Conseil :

1. approuve les stratégies de revitalisation des quartiers Heatherington et Vanier-Sud-Overbrook, comme l'exposent en détail les documents 2 et 3; et
2. approuve un financement de 200 000 \$ provenant du fonds pour les événements ponctuels et imprévus de 2018; 54 500 \$ de ce montant correspondent à des fonds inscrits au budget 2017 qui n'ont pas été utilisés, et 145 500 \$ correspondent à des mesures prévues pour 2018 dans le cadre des stratégies de revitalisation des quartiers présentées dans les documents 2 et 3.

**DOCUMENTATION/DOCUMENTATION**

1. Director's Report, Economic Development and Long Range Planning, Planning, Infrastructure and Economic Development Department, dated November 21, 2017 (ACS2017-PIE-EDP-0045)

Rapport du Directeur, Développement économique et Planification à long terme, Direction générale de la planification, de l'infrastructure et du développement économique daté le 21 novembre 2017 (ACS2017-PIE-EDP-0045)

2. Extract of draft Minutes, Planning Committee, 28 November 2017

Extrait de l'ébauche du procès-verbal, Comité de l'urbanisme, le 28 novembre 2017

**Report to  
Rapport au:**

**Planning Committee / Comité de l'urbanisme  
November 28, 2017 / 28 novembre 2017**

**and Council / et au Conseil  
December 13, 2017 / 13 décembre 2017**

**Submitted on November 21, 2017  
Soumis le 21 novembre 2017**

**Submitted by  
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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2017-PIE-EDP-0045**

**SUBJECT: Building Better Revitalized Neighbourhoods – Neighbourhood  
Revitalization Strategies for Heatherington and Vanier South-  
Overbrook**

**OBJET: Construire de meilleurs quartiers revitalisés – Stratégies de  
revitalisation des quartiers Heatherington et Vanier-Sud-Overbrook**

## **REPORT RECOMMENDATIONS**

**That Planning Committee recommend Council:**

- 1. Approve the Neighbourhood Revitalization Strategies for Heatherington and Vanier South-Overbrook as detailed in Documents 2 and 3; and**
- 2. Approve \$200,000 funded through the One-time and Unforeseen Provision in 2018 to implement \$54,500 in unspent 2017 Action Items and 145,500 for 2018 Action Items included in the Neighbourhood Revitalization Strategies contained in Documents 2 and 3.**

## **RECOMMANDATIONS DU RAPPORT**

**Que le Comité de l'urbanisme recommande ce qui suit au Conseil :**

- 1. Approuver les stratégies de revitalisation des quartiers Heatherington et Vanier-Sud-Overbrook, comme l'exposent en détail les documents 2 et 3;**
- 2. Approuver un financement de 200 000 \$ provenant du fonds pour les événements ponctuels et imprévus de 2018; 54 500 \$ de ce montant correspondent à des fonds inscrits au budget 2017 qui n'ont pas été utilisés, et 145 500 \$ correspondent à des mesures prévues pour 2018 dans le cadre des stratégies de revitalisation des quartiers présentées dans les documents 2 et 3.**

## **EXECUTIVE SUMMARY**

Building Better Revitalized Neighbourhoods (BBRN) is a Strategic Initiative (SI) of this Term of Council. The objective of BBRN is to improve the health, vibrancy and liveability of priority neighbourhoods in Ottawa. The initiative is focused on revitalization through new and existing program and service initiatives, infrastructure projects as well as redevelopment.

Between 2015 and 2016 work on BBRN began with a review of the neighbourhoods that could benefit from a revitalization initiative. In Phase One of BBRN, a Councillors Sponsor Group was formed to help guide staff and oversee this SI. The Councillors Sponsor Group consists of Councillors Harder, Tierney, Taylor, Fleury, Deans and Qadri. At the end of Phase One, Council passed a motion ([PLC 23/1](#)), which delegated authority to the Councillors Sponsor Group to oversee the budget for the SI, establish an appropriate spending and resource plan as well as determine any additional funding

that may be required over and above any normal operating budgets that would be used to support the development of the revitalization plans for each neighbourhood for inclusion in future draft budgets.

In 2016, Phase Two of BBRN began. The first step was to determine a path forward for each neighbourhood chosen for the initiative – Heatherington and Vanier South-Overbrook. Based on the prior work done in Phase One a plan for a Neighbourhood Revitalization Strategy was developed based on the unique elements and characteristics of each community. The work undertaken for both neighbourhoods was through a cross-departmental team led by the Long Range Planning branch in partnership with the Partner and Stakeholder Initiatives Branch of the Community and Social Services department with cooperation and input from a number of different branches across the City. The Strategies have three core elements, a Consultation Results Report, unique Action Plan with short, medium and long term initiatives and goals for a future Neighbourhood Revitalization Plan. A diagram, which illustrates the different elements of a Neighbourhood Revitalization Strategy, is contained in Document 1.

The methodology of using a multi-disciplinary approach to identify the needs, tools and resources for creating these Neighbourhood Revitalization Strategies and subsequent longer term Revitalization Plans will be fundamental to the implementation of this type of study in the future. This pilot project will serve as model for future Neighbourhood Revitalization Strategies for inclusion in the City's Official Plan as a new tool to address the needs of communities.

### **Financial Implications**

Pending approval, \$200,000 of one-time funding will be established within Economic Development and Long-Range Planning's 2018 operating budget, to fund the Action Items that will be implemented in 2018.

### **Public Consultation/Input**

The Consultation Reports for each neighbourhood are contained in Appendix A within the Neighbourhood Revitalization Strategies and are attached in Documents 4 and 5. Comments provided by the public following circulation of the draft Strategies are set out in Document 6.

## **RÉSUMÉ**

Construire de meilleurs quartiers revitalisés est une initiative stratégique prévue dans le cadre du mandat du Conseil municipal actuel. Ce projet de revitalisation vise à améliorer la santé, le dynamisme et la qualité du cadre de vie de quartiers prioritaires d'Ottawa, une revitalisation qui découle principalement d'initiatives (nouvelles ou non) concernant les programmes et services, ainsi que de projets d'infrastructure et de réaménagement.

Entre 2015 et 2016, les travaux entourant l'initiative Construire de meilleurs quartiers revitalisés ont démarré avec un examen des quartiers qui pourraient bénéficier d'un projet de revitalisation. Lors de la première phase de Construire de meilleurs quartiers revitalisés, un Groupe parrain de conseillers a été constitué en vue d'orienter le personnel et de superviser cette initiative stratégique. Ce Groupe parrain de conseillers est formé des conseillers Harder, Tierney, Taylor, Fleury, Deans et Qadri. Au terme de la première phase, le Conseil a adopté une motion ([PLC 23/1](#)) déléguant au Groupe parrain de conseillers le pouvoir de superviser le budget de l'initiative stratégique, de mettre en place un plan approprié de dépenses et de ressources, et de déterminer les éventuels fonds supplémentaires pouvant être requis en plus des budgets de fonctionnement normaux pour soutenir l'élaboration des plans de revitalisation de chaque quartier, afin de les inclure dans les budgets provisoires futurs.

En 2016, la seconde phase de Construire de meilleurs quartiers revitalisés a été lancée. La première étape a consisté à déterminer la voie à suivre dans chaque quartier choisi pour mener l'initiative : Heatherington et Vanier-Sud-Overbrook. Compte tenu des travaux déjà réalisés lors de la première phase, un plan a été élaboré pour mener la stratégie de revitalisation de quartier en fonction des éléments et des caractéristiques propres à chaque collectivité. Les travaux entrepris pour ces deux quartiers l'ont été par l'intermédiaire d'une équipe inter-directions chapeautée par la Direction de la planification à long terme, en partenariat avec la Direction des initiatives des partenaires et des intervenants (Direction générale des services sociaux et communautaires), et grâce à la collaboration et à la rétroaction de nombreuses directions de la Ville. Les stratégies menées se déclinent en trois principaux éléments : un rapport sur les résultats des consultations, un plan d'action unique proposant des initiatives à court, à moyen et à long terme, et les buts du futur plan de revitalisation de quartier. Un diagramme illustrant les différents éléments d'une stratégie de revitalisation de quartier figure dans le document 1.

La méthodologie consistant à utiliser une approche pluridisciplinaire pour déterminer les besoins, les outils et les ressources permettant la création de ces stratégies de revitalisation de quartier et d'éventuels plans de revitalisation à plus long terme sera fondamentale pour la mise en œuvre de ce type d'étude dans les années à venir. Ce projet pilote servira de modèle aux futures stratégies de revitalisation de quartier qui seront intégrées au Plan officiel de la Ville, et qui constitueront autant d'outils permettant de répondre aux besoins des collectivités.

### **Répercussions financières**

Le montant ponctuel de 200 000 \$ sera porté, sous réserve d'approbation, au budget opérationnel 2018 de Développement économique et Planification à long terme; il servira à financer les mesures prévues pour 2018.

### **Consultation publique et commentaires**

Les rapports sur les résultats des consultations pour chaque quartier figurent à l'annexe A, dans les stratégies de revitalisation de quartier, et sont joints en tant que documents 4 et 5. Les commentaires émis par les membres du public après la diffusion des stratégies provisoires sont fournis dans le document 6.

## **BACKGROUND**

Building Better Revitalized Neighbourhoods (BBRN) is a Strategic Initiative (SI) of this Term of Council. The objective of BBRN is to improve the health, vibrancy and liveability of priority neighbourhoods in Ottawa. The initiative is focused on revitalization through new and existing program and service initiatives, infrastructure projects as well as redevelopment.

### **History**

Between 2015 and 2016 work on BBRN began with a review of the neighbourhoods that could benefit from a revitalization initiative. In March 2016 Council selected three neighbourhoods to study, Heatherington, Carlington and Vanier South.

In Phase One of BBRN, a Councillors Sponsor Group was formed to help guide staff and oversee this SI. The Councillors Sponsor Group consists of Councillors Harder, Tierney, Taylor, Fleury, Deans and Qadri. At the end of Phase One, Council passed a motion ([PLC 23/1](#)), which delegated authority to the Councillors Sponsor Group to oversee the budget for the SI, establish an appropriate spending and resource plan as well as determine any additional funding that may be required over and above any

normal operating budgets that would be used to support the development of the revitalization plans for each neighbourhood for inclusion in future draft budgets.

## **Phase Two**

In 2016, Phase Two of BBRN began. The first step was to determine a path forward for each neighbourhood. Based on the prior work done in Phase One and a review of the assets, existing policies and programs, specific directions for each neighbourhood were developed. For Carlington, it was determined that this neighbourhood would benefit most from a Community Design Plan (CDP) focused on the Merivale Road North corridor, including economic development and public transportation elements. As a result, Carlington was removed from under the umbrella of BBRN with funding for the CDP coming from the Planning, Infrastructure and Economic Development department's professional services budget.

For the remaining two neighbourhoods, a plan for a Neighbourhood Revitalization Strategy was developed based on the unique elements and characteristics of each community.

## **Approach for Phase Two**

Along with the development of the Project Outline for Heatherington and Vanier-South Overbrook, timelines and budgets for consultation were developed and approved by the Councillors Sponsor Group in December 2016. For each neighbourhood, an Area of Focus and Area of Interest were identified for the project and consultation process. An Area of Focus was determined to concentrate the consultation and where many of the key recommendations would be focused. An Area of Interest was identified to ensure service providers and agencies in the area were included in the consultation and to also ensure that key sites, projects or specific community initiatives from the larger area were also included.

The work undertaken for both neighbourhoods was through a cross-departmental team led by the Long Range Planning branch in partnership with the Partner and Stakeholder Initiatives Branch of the Community and Social Services department with cooperation and input from a number of different branches across the City.



## **Heatherington**

The consultation focus in Heatherington was to reach out to residents, many of whom are within lower socio-economic status groups, newcomers, immigrants and youth, to identify the needs in the community. Social service providers and community agencies played a key role in the engagement process identifying existing initiatives, programs and service partnership opportunities and potential funding options. One of the key sites identified for consideration is the former City works yard at 1770 Heatherington Road. As a result; the consultation process during Phase 2 of BBRN included a component focussed on 1770 Heatherington Road. Further consultation on the future of 1770 Heatherington Road, as recommended in the Neighbourhood Revitalization Strategy, will be completed as per the consultation requirements of the Finance and Economic Development Committee (FEDCO) [Motion 41/2](#).

## **Vanier South-Overbrook**

During the development of the approach for Phase Two, the Area of Focus and Area of Interest for Vanier South was extended to also include Overbrook. This shift recognized that these two neighbourhoods are seamless in their boundaries. The focus in this neighbourhood was to reach out to residents and also businesses and major landowners. Community associations as well as established agencies and service providers also participated in the process to identify existing programs and services that could be leveraged through BBRN.

## **DISCUSSION**

The approach of BBRN is important to the City and for future studies in other neighbourhoods that could benefit from a revitalization initiative. No community is the same and no neighbourhood functions in isolation of the City. Future BBRN initiatives should continue to target other priority neighbourhoods, each with an individualized approach that is unique to that community with clear goals and objectives.

## **Neighbourhood Revitalization Strategy**

Out of the Phase Two process emerged the concept of a Neighbourhood Revitalization Strategy. A Neighbourhood Revitalization Strategy is a new, made-in-Ottawa approach for priority neighbourhoods, identifying assets and opportunities to actively rejuvenate and renew an area and to plan for change based on the feedback from all stakeholders. It is the beginning of a vision for the community. Through the process of developing a

Strategy, opportunities are identified and connections and coordination of projects are made that can improve a neighbourhood in a holistic way.

A Neighbourhood Revitalization Strategy is not limited to one topic or theme; rather it may include economic, social and cultural themes such as land use planning, infrastructure projects, economic development initiatives, programs and services, parks and recreation, as well as housing and support initiatives. Priorities may also include identifying opportunities for new partnerships between agencies in the community, with different levels of government or between the private and public sector and opportunities for investment and sponsorship. The Strategy has three core elements, a Consultation Report, unique Action Plan with short, medium and long term initiatives and goals for a future Neighbourhood Revitalization Plan. The success of a Neighbourhood Revitalization Strategy relies on its participants to remain engaged, to actively support the Action Plan and to follow through with the longer term goals that have been identified for the future Neighbourhood Revitalization Plan. A diagram, which illustrates the different elements of a Neighbourhood Revitalization Strategy, is contained in Document 1.

The methodology of using a multi-disciplinary approach to identify the needs, tools and resources for creating these Neighbourhood Revitalization Strategies and subsequent longer term Revitalization Plans will be fundamental to the implementation of this type of study in the future. This pilot project will serve as model for future Neighbourhood Revitalization Strategies for inclusion in the City's Official Plan as a new tool to address the needs of communities.

### **Action Plan and Neighbourhood Revitalization Plan**

All of these elements are unique to the neighbourhoods that have been studied. No two Action Plans are the same but they all satisfy the overarching objectives of the BBRN initiative, which is to provide a strategy to actively revitalize a neighbourhood to help communities grow as a place where all residents can meet their everyday needs, participate in community life and succeed.

#### **Short Term Actions – Long Term Impacts**

The short term actions are ones that are directly related to the priorities or objectives identified through the consultation with stakeholders and the development of the Strategy. While these actions can be implemented in the short term, they will have long term lasting impacts on the neighbourhoods. In some cases, one action can address a

number of priorities or objectives for the community. Some of these actions can be achieved through staff resources within the City or require additional funding to the appropriate department, while others require partnerships with outside agencies or service providers. For partnerships with organizations outside of the City, these represent important opportunities to complete underfunded projects, pilot programs that can support the establishment of new programs in the longer term or provide the one-time funding to address an immediate need in the neighbourhood that will have a lasting impact. In these cases, formal agreements between the City and the provider will be established with requirements for reporting back to the City on the progress and results of the initiative.

#### **Medium and Long Term Actions – Neighbourhood Revitalization Plan**

Other actions within the Strategies are medium or long term and more complex in their nature. These actions may require future study, partnerships and participation between landowners or are complex goals that require guidance and expertise from other City departments or outside agencies.

The medium term actions are ones that can be completed through a specific study, in most cases benefiting from an already planned, specific City-led project.

The more complex, long term goals are the ones that need to be addressed through the development of a Neighbourhood Revitalization Plan. Unlike CDPs, which are the primary tool to address growth and change in a community focusing on land use and development themes, a Neighbourhood Revitalization Plan uses a multi-disciplinary approach to actively address a broader range of priorities that may include participation from a variety of City departments and involvement from service providers and agencies in the neighbourhood. The goals of the Neighbourhood Revitalization Plan are already formed through the Strategy process – the key objectives have already been determined, the priorities of the community have been provided with the long-term assets and opportunities identified. Consultation will continue throughout the development of the Neighbourhood Revitalization Plan and may also include stakeholders from outside the community who can provide different perspectives and expertise. New medium or long term actions not currently identified in the strategies may arise through future consultation in the communities. It is vital that the Neighbourhood Revitalization Plan be developed with realistic goals identified through the Strategy process. These Neighbourhood Revitalization Plans will have to be included in future budgets for the next Term of Council for consideration.

### **Heatherington – Neighbourhood Revitalization Strategy**

The goals of BBRN in Heatherington are to identify infrastructure, program and service initiatives as well as redevelopment opportunities that will revitalize the area but does not result solely in gentrification of the area. The Strategy included an asset-based approach that not only engaged the community in the process but involved community members by engaging and training resident facilitators and involved community leaders through the formation of a Champion's Table. These themes of engagement, using an asset-based approach and viewing the community in a holistic manner is carried through in the Strategy to the Action Plan and goals for the future Neighbourhood Revitalization Plan, which all identify the unique needs and characteristics of the neighbourhood.

The short term actions for Heatherington were evaluated based on the ability to address the identified priorities for the neighbourhood, the budget required and timing of implementation and most importantly, for their long-term positive impacts for the community. The short term actions that require staff resources can result in permanent changes of programs or services provided by the City at the neighbourhood level. For example, providing women-only programming as a pilot at the Albion-Heatherington Recreation Centre provides the opportunity for residents to make new connections with others in their neighbourhood and may result in establishing a more permanent programming direction for the Recreation Centre.

There are also City actions that are short term with one-time funding to enhance an existing program or project in the neighbourhood. For example, partnering with the City's Healthy Kids Community Challenge program by providing matching funding for a garden tower at the Albion-Heatherington Recreation Centre will complement the Community Kitchen that is currently under construction and provide a long term, year-round opportunity for programs for children and youth to learn about growing their own food.

There are also other opportunities that require partnerships with an outside agency or service provider. These actions were evaluated based on the ability to satisfy the priorities of the Strategy, budget requirements, timing of implementation and the established presence that the agency or service provider already has within the community. For example, partnering with the Somali Centre for Family Services (SCFS) to provide needed newcomer and immigrant programs at the Albion-Heatherington Recreation Centre by covering the cost of the facility rental fees for 2018. This provides

needed programs to the residents and gives the SCFS the opportunity to justify the program for future funding applications at the Federal level.

The medium term actions for the City that require consideration in a future budget are those actions that build upon an existing City planned project and address the priorities of the neighbourhood. For example, one opportunity identified was the planned road resurfacing along Heatherington Road. The medium term action is a feasibility study for a complete street plan to identify the potential enhancements to the road resurfacing project.

One of the core elements of the Neighbourhood Revitalization Strategy is a future Neighbourhood Revitalization Plan. The Strategy has identified the unique needs of the Heatherington area and has laid out the framework for the objectives of the Neighbourhood Revitalization Plan such as an analysis of neighbourhood connectivity and a review of the street network; a master planning process for the area; and determining the feasibility of a Youth Centre.

### **Vanier South-Overbrook Neighbourhood Revitalization Strategy**

The goals of BBRN for Vanier South-Overbrook are to identify existing initiatives, programs and services that will meet the immediate and future needs of the local economy, residents and major landowners in the area and how to improve sustainable transportation options for the residents to access key destinations in their community and other areas of the City. The Strategy process used a healthy-communities approach, recognizing that a strong local economy, with sustainable transportation options, stable, affordable housing options and access to services and the natural environment is vital to the health of a neighbourhood. The process included engaging the community in the consultation process and also involved established agencies and service providers that are embarking on their own new initiatives in the community. These themes of using a healthy-communities approach and understanding the holistic nature of the neighbourhood carried through to the Action Plan and objectives for the future Neighbourhood Revitalization Plan, which all identify the unique needs and characteristics of the neighbourhood.

The short term actions for Vanier South-Overbrook were evaluated based on the same criteria as Heatherington, the ability to address the identified priorities for the neighbourhood, the budget required, timing of implementation and most importantly, for their long-term positive impacts for the community. For example, having City staff be a resource to the grassroots based group pursuing a potential Community Hub at the

recently closed Rideau High School site can have a lasting, positive impact to the area and establish new relationships between City staff and local community groups and agencies.

An example of those City actions that are short term with one-time funding to enhance an existing program or project in the neighbourhood is a partnership with OC Transpo on their Accessibility Review. Staff coordinated with OC Transpo to ensure this area was one of the first neighbourhoods in their review. This partnership has resulted in recommendations to improve the accessibility features of bus stops. Providing funding to implement these recommendations will have a lasting impact on the residents of the area and assist OC Transpo in the evaluation and development of future accessibility reviews in other neighbourhoods.

Similar to Heatherington, there are other opportunities that are partnerships with an outside agency or service provider. These partnerships were also evaluated based on the ability to satisfy the goals for the Neighbourhood Revitalization Strategy, budget requirements, timing of implementation and the established presence that the agency or service provider already has within the community. For example, partnering with Ottawa Community Housing to help fund a Capital Community Fund project to complete outdoor improvements to their amenity areas at 800 St. Laurent Boulevard will improve the long term livability for a large group of residents and also positively impact a large site that fronts onto St. Laurent Boulevard.

As previously mentioned, the medium term actions build upon an existing City planned project and also address the priorities of the neighbourhood. An example of a medium term action is a feasibility study to incorporate cycling lanes on Donald Street. A road resurfacing project, including cycling lanes, is currently taking place on Donald Street from North River Road to the Vanier Parkway, the intersection at St. Laurent Boulevard and Donald Street is being redesigned in 2018 and in the next three to five years, the section of Donald Street between St. Laurent Boulevard and Cummings Avenue is scheduled for resurfacing. Knowing that these planned City projects are taking place, a feasibility study would provide a design to complete the cycling connection from the Vanier Parkway to Cummings Avenue for consideration. These types of targeted, medium term actions have been identified as priorities for these neighbourhoods, recognizing the benefit of the coordination of City projects and will have to be included in future budgets to complete.

The Neighbourhood Revitalization Strategy also identifies objectives for a future Neighbourhood Revitalization Plan to address the unique long term needs of the Vanier

South-Overbrook neighbourhoods such as a master plan for the commercial corridor along St. Laurent Boulevard; partnership with Ottawa Community Housing in a redevelopment plan for their sites; and a connectivity study for the St. Laurent Transit Station to improve connections to the neighbourhood.

### **Detailed Action Plan – Funding sources**

Motion [PLC 23/1](#) delegated the Councillors Sponsor Group the authority to oversee the budget of the Strategic Initiative funds for BBRN, establish an appropriate spending and resource plan and determine any additional funding that may be required over and above any normal operating budgets that would be used to support the development of the revitalization plans for each neighbourhood for inclusion in future draft budgets.

The draft Detailed Action Plans presented to the Councillor Sponsor Group in August 2017 are contained in Appendix B of the attached Neighbourhood Revitalization Strategies. The Detailed Action Plans clearly outline a spending and resource plan for each of the neighbourhoods including the timing and use of residual Strategic Initiative funds. The Councillors Sponsor Group has approved the use of residual SI funds for the short term (2017 / 2018) actions contained in the Detailed Action Plans and the budget required for the fall consultations in each neighbourhood. As the SI funds are allocated on an annual basis, the funds for the majority of the short term actions approved by the Councillors Sponsor Group would have to be approved by Council to be funded through the One-time and Unforeseen Provision in 2018.

The medium term and long term initiatives would be advanced in coordination with other projects where such opportunities exist, with any required funding over and above normal operating budgets subject to future budget processes during the next Term of Council.

### **CONCLUSION**

Throughout the BBRN process, the Councillors Sponsor Group has provided strategic direction and has been an important resource for staff as the BBRN initiative moved forward. The local Ward Councillors have also participated throughout the project and has provided valuable insight and guidance on the communities that they represent. All of the participants from residents, to service providers, to City staff who work in these communities were integral to the success of BBRN. This Strategic Initiative of Council recognizes that there are neighbourhoods throughout the City that require thoughtful

analysis with a holistic view and BBRN has provided the opportunity to explore a new way of approaching the renewal and regeneration of priority neighbourhoods.

## **RURAL IMPLICATIONS**

There are no rural implications associated with this report

## **CONSULTATION**

The Consultation Reports for each neighbourhood are contained in Appendix A within the Neighbourhood Revitalization Strategies and are attached in Documents 4 and 5. Comments provided by the public following circulation of the draft Strategies are set out in Document 6.

## **COMMENTS BY THE WARD COUNCILLORS**

This is a City-wide report – not applicable.

## **LEGAL IMPLICATIONS**

Provided that the consideration of this report follows the adoption of the 2018 budget at Council's meeting of December 13, 2018 with sufficient funding for One Time and Unforeseen, there are no legal impediments to the adoption of the recommendations in this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with this report.

## **ASSET MANAGEMENT IMPLICATIONS**

Comprehensive Asset Management (CAM) is an integrated business approach involving planning, finance, engineering, maintenance and operations geared towards effectively managing existing and new infrastructure to maximize benefits, reduce risk and provide safe and reliable levels of service to community users. This is accomplished in a socially, culturally, environmentally and economically conscious manner.

The recommendations documented in this report are consistent with the City's Comprehensive Asset Management (CAM) Program objectives.

The recommended approach of linking opportunities with the Building Better Revitalized Neighbourhoods (BBRN) strategy for Heatherington and Vanier South-Overbrook, is an



efficient and affordable method to project delivery. It supports a forward looking approach to improve the health, vibrancy and liveability of priority neighbourhoods, including changing demographics and populations, legislative and environmental factors.

### **FINANCIAL IMPLICATIONS**

Pending approval, \$200,000 of one-time funding will be established within Economic Development and Long-Range Planning's 2018 operating budget, to fund the Action Items that will be implemented in 2018.

### **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this report.

### **TERM OF COUNCIL PRIORITIES**

This project addresses the following Term of Council Priority:

Strategic Initiative 41: Building Better Revitalized Neighbourhoods

### **SUPPORTING DOCUMENTATION**

Document 1 Neighbourhood Revitalization Strategy diagram

Document 2 Heatherington Neighbourhood Revitalization Strategy (attached as a separate document)

Document 3 Vanier South-Overbrook Neighbourhood Revitalization Strategy (attached as a separate document)

Document 4 Heatherington Consultation Report (attached as a separate document)

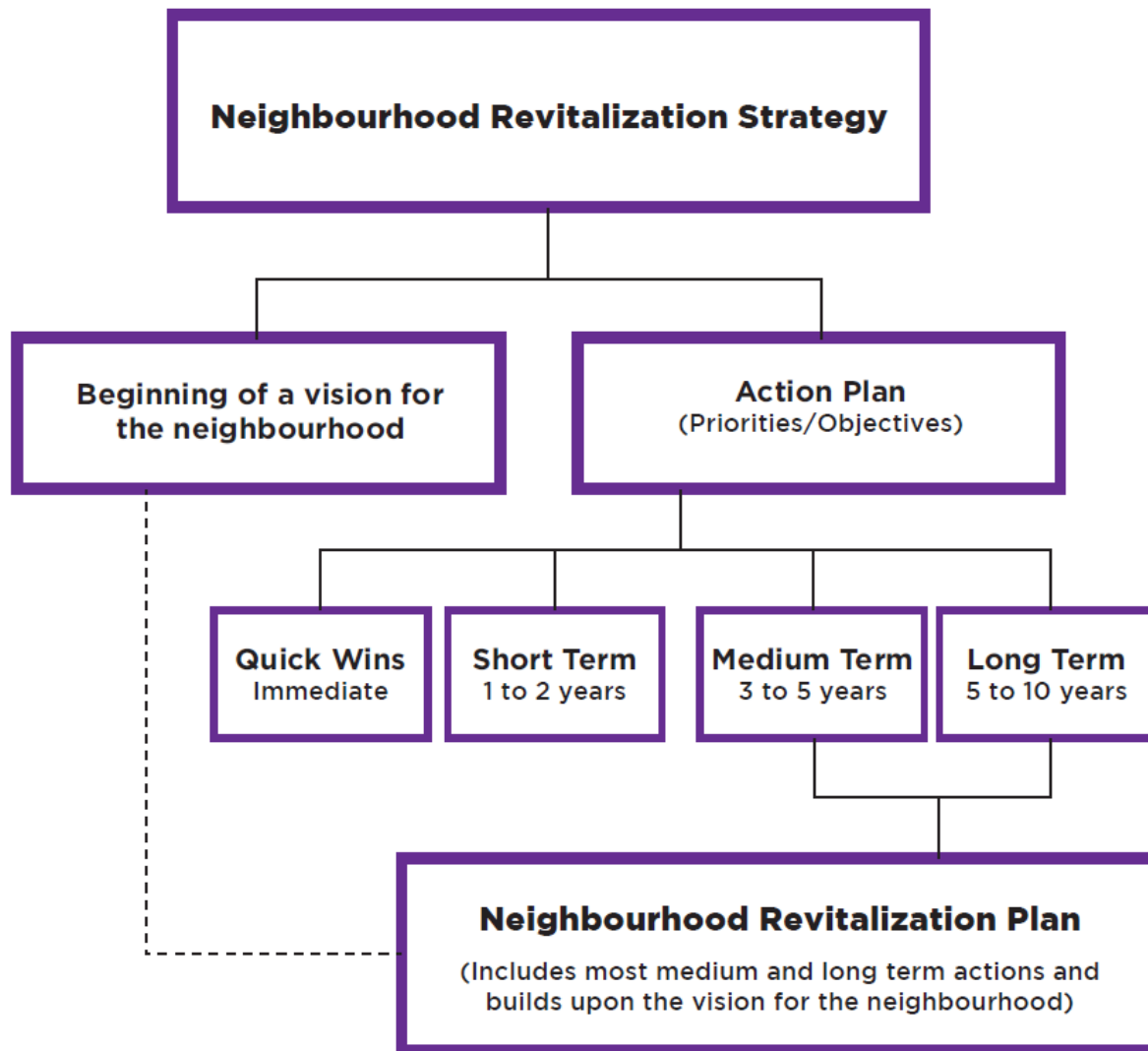
Document 5 Vanier South-Overbrook Consultation Report (attached as a separate document)

Document 6 Public Comments on Draft Revitalization Strategies.

**DISPOSITION**

Planning Infrastructure and Economic Development department, with assistance from applicable City departments, will initiate the action items identified in the Detailed Action Plans contained in the Neighbourhood Revitalization Strategies in Documents 2 and 3 of this report and include in future draft budgets the additional funding for medium-term actions and the Neighbourhood Revitalization Plans for Heatherington and Vanier-Overbrook.

Document 1 – Neighbourhood Revitalization Strategy diagram



**Document 6 - Public Comments on Draft Revitalization Strategies.**

Draft Neighbourhood Revitalization Strategies for both communities were made available in to stakeholders for comment in September-October. The following comments/feedback was received:

<b>Heatherington Neighbourhood Revitalization Strategy</b>	
<b>Comment</b>	<b>Staff response</b>
Suggestions provided for the implementation of specific actions	Staff will consider the suggestions as the individual initiatives proceed
<b>Vanier South – Overbrook Neighbourhood Revitalization Strategy</b>	
<b>Comment</b>	<b>Staff response</b>
1. Strategy does not address high volume of illegal U-turns at or near the intersection of Donald and Alesther Street	Councillor Nussbaum's office is addressing this issue with Traffic Management staff
2. Disappointed to learn that this work was done without the participation of Vanier residents, Vanier Community Service Centre representatives, the Vanier BIA, the Vanier Community Association and the other community actors and leaders who have already begun studying the redevelopment of Montreal Road and MacArthur	A presentation was given to the Vanier Community Association and residents were provided opportunity for input through the study process. The Vanier BIA was contacted regarding the project. The Councillor Sponsors Group approved that the focus of the study was to be along St. Laurent Boulevard, and so the primary community service provider contact for the project was the Rideau Rockcliffe Community Resource Centre. There is however, opportunity for input from a broader range of community organizations as the Neighbourhood Revitalization Plan is developed. The Montreal Road Secondary Plan already covers this part of the community

	and so the BBRN study did not include this area. Initiatives related to the MacArthur Ave cycling lanes and with the Boys and Girls Club on MacArthur are included in the draft BBRN Strategy.
3. I find this project and the development of its vision very interesting, but we should consider how it fits within the vision that affects the communities of residents and businesses around Beechwood, Manor Park, Montreal Road and MacArthur [sic], as well as Vanier Parkway	Locations outside of the area of focus as approved by the Councillor Sponsors Group were not within the scope of the study for the Vanier South - Overbrook BBRN strategy.
4. Perplexed by how the study focuses on the middle of the corridor—namely, the intersection where the arteries Donald and St. Laurent meet. Yet there is no mention of other areas like Coventry and St. Laurent, and especially Montreal and St. Laurent, which faces special challenges in terms of bicycle, pedestrian and vehicular traffic. This is also where many businesses that are important to the residents of the corridor in question are located, along with several housing units of all kinds just north of the intersection.	(see 3. above)
5. Before the process goes any further, it is vital that Vanier neighbourhood institutions participate in the consultation and development process.	There is opportunity for input from the community as the Neighbourhood Revitalization Plan is developed.
6. In response to your request for comments prior to October 31st, I wanted to mention that many of us are happy to see the draft Vanier South-Overbrook Neighbourhood Revitalization Strategy included mention of the	The Action Plan at the back of the draft Strategy sets out the proposed implementation schedule for the various initiatives. The three initiatives identified are to be

<p>following priorities:</p> <ul style="list-style-type: none"> <li>i) the possibility of cycling lanes being added to Donald Street, between Cummings Ave., and the Vanier Parkway (see page 17);</li> <li>ii) the possibility of making St. Laurent Blvd. into a Complete Street, meaning safe cycling infrastructure, and wider sidewalks (see pages 10, 16); and</li> <li>iii) improving way-finding signage to the St. Laurent bus rapid transit station, this will be converted to a light rail station in 2018 (see page 19).</li> </ul> <p>To the best of your understanding, can you please respond and clarify for me what the next steps and opportunities are to ensure the three priorities highlighted above are acted upon?</p>	<p>completed within the “Medium Term” (3 to 5 years). Subject to Council approval of the draft Strategies, staff are committed to implementing the initiatives identified. The budget amounts required to undertake studies related to the initiatives is subject to approval of annual departmental work plans.</p>
<p>7. At the end of 2016, a planner with BBRN presented the BBRN initiative to the Vanier Community Association (VCA) membership during our monthly board meeting. Following this initial presentation, the VCA had expected that the city staff would follow up with opportunities to offer input to the project. Unfortunately no further chance for Vanier residents to contribute was forthcoming, neither was the VCA consulted nor interviewed by City staff to collect input from our community.</p> <p>Vanier South is an important part of our community and we believe that our voice should have been heard in the process.</p>	<p>Following the presentation to the Vanier Community Association, email addresses of representatives from the VCA were added to the BBRN project circulation list so that the Association would receive project updates. However, since consultation will continue throughout the development of the Neighbourhood Revitalization Plan over the next several years, there is additional opportunity for input from the VCA and the Vanier South community at large.</p>

<p>Therefore, the VCA invites you to momentarily pause the process and meet with members of our board and members of our community to get their input. It can only be more beneficial especially when residents of Vanier South will be directly impacted by the initiatives you will be undertaking during implementation of the Neighbourhood Revitalization Plan.</p>	
<p>8. Overall comment</p> <p>We believe that this Strategy is generally headed in the right direction.</p>	<p>Acknowledged thank you</p>
<p>9. Page 4 - Evolution of BBRN</p> <p>We are pleased to see this new approach, which is acknowledged as evolving, on BBRN. The “breaking down the silo-approach” is novel as so often the City divides by departments/services versus this attempt at a more holistic planning exercise in community development and growth. Also the City has long recognized that one size does not fit all and seeks to have BBRN initiatives which reflect “an individualized approach that is unique to that community.” This is what Overbrook seeks.</p>	<p>Acknowledged thank you</p>
<p>10. Page 7 - Neighbourhood Revitalization Plan</p> <p>This documents speaks of this Strategy consisting of (1) an Action Plan and the beginning of a (2) Vision, this is to then cumulate in a (3) Neighbourhood Revitalization Plan that will encompass the medium and longer term Action Plan priorities and objectives. It will have “realistic goals” and</p>	<p>The draft strategy will be edited as may be directed by Planning Committee and approved by Council. It will then be published as a final document and posted on the project webpage.</p> <p>The Neighbourhood Revitalization</p>

<p>“achievable actions”. What is not clear is:</p> <ul style="list-style-type: none"> <li>• The process by which this draft Neighbourhood Revitalization Strategy moves from a draft to final version, and,</li> <li>• When and how will a Neighbourhood Revitalization Plan be produced.</li> </ul>	<p>Plan will be comprised over time of individual medium and long term initiatives / studies identified in the Strategy, or as may be identified through future consultation processes.</p>
<p>11. Page 9 - Highlights of the Consultation Process</p> <p>The Area of Focus has been identified as St. Laurent Boulevard. In the web site, on page 4 of the Executive Summary of the Strategy, five of the eight listed goals deal with St. Laurent Boulevard. While recognizing that there is perhaps an economic need to revitalize business opportunities there, our committee continues to feel there is too much focus on St. Laurent Boulevard that won't necessarily result in broader benefits for the whole neighbourhood. We were however, pleased to see that many of the community's concerns related to social and youth services and facilities have been incorporated into the plan and we were pleased to see reference to other community commercial points (such as Lola and Queen Mary) along with supporting actions.</p>	<p>Acknowledged thank you</p>
<p>12. Page 12 - Design Principles for St. Laurent Boulevard and Page 22 – Complete Street</p> <p>Here and in other themes it is good planning to work out now, rather than leave vague or uncertain, what the design principles and Complete Street elements that should be found on St. Laurent Boulevard are. This</p>	<p>The general elements and approach to complete street design are known now through the City's Complete Street Implementation Framework. The specific complete street elements for St. Laurent will be</p>



<p>allows for better direction as redevelopment of abutting lands and eventual renewal of the street infrastructure occurs in the years to come. Setting out what the community wants to see provides guidance, applicable now and in the future, and this helps the P.I.E.D department and other departments firmly guide what may happen. It also allows for the piece-meal realization of the ultimate vision for the street, one piece at a time. This being realistic as the transformation of the street will not happen overnight and it must start with first steps, one of which may be the city initiative of the transformation of the Donald Street and St. Laurent Boulevard intersection. That will allow all persons to see what change is possible and how similar betterments of the streetscape, especially for pedestrians and cyclists, can occur.</p>	<p>identified though the preparation of the Complete Street Plan in the medium term (3 to 5 years). The community will be consulted through that study process.</p>
<p>13. Page 17 – Enhancing neighbourhood connectivity</p> <p>There is a missing action (or it might be a goal on page 19) with regard to the Vanier Parkway and lessening its fracturing of the communities of Vanier and Overbrook into east and west sections. Improvements have been made at Presland to provide for a better marked pedestrian crossing and a green painted bicycle crossing at this intersection. At McArthur Avenue with the cycling lanes there will be some improvement also at that crossing of the Vanier Parkway. The Action on studying cycling lanes for Donald Street should also include a review of short-term and long term plans for improvements to that intersection not</p>	<p>Staff will include review of short / long term improvements for pedestrians at Donald / Vanier Parkway.</p> <p>Staff will include review of the Queen Mary / Vanier Parkway intersection as a medium term</p>

<p>only for cyclists but also pedestrians. Review of pedestrian needs must be added to that study.</p> <p>Finally Queen Mary Street is missing and needs to be added. That intersection with the Vanier Parkway also needs study of how it can be modified to increase east-west community connectivity across it.</p>	<p>initiative in Theme 2 – Enhancing Neighbourhood Connectivity.</p>
<p>14. Page 19 – Improving connections to St. Laurent Station</p> <p>Connection improvements to the St. Laurent Station should happen sooner than the longer timeframe term goals (in Appendix B – a medium term goal) noted in the report. Such improvements should include quick wins and short term goals such as getting directional signage up before the opening of the LRT service in mid-2018. We would urge support for collaboration between the St Laurent Centre, the City and the neighbourhood association to see pedestrian and cycling improvements occurring in both the short and medium terms (ie., greater physical changes than signage or line painting).</p>	<p>The short term actions are comprised of 2017 / 2018 initiatives that were achievable within the funding envelope for Council's BBRN Strategic Initiative. The Connectivity Study is identified to be undertaken in the medium term (3 to 5 years). However, staff will endeavor to bring this study forward for early implementation in the 2019-2022 workplan.</p>
<p>15. Page 25 - Enrich the Natural Environment</p> <p>A suggestion has been made to add a Bicycle Repair Station at the Adawe Crossing but we should think bigger and investigate how at that same location we can enrich the natural environment by providing an educational feature at that pathway crossroad location. With co-operation of the landowner (National Capital Commission) lands at that site, or 50m or so south at the small falls, could be used to</p>	<p>Staff will consider adding this suggested initiative (educational feature) as part of the formulation of the Neighbourhood Revitalization Plan.</p>

<p>have the Rideau Valley Conservation Authority (RVCA) create and install such a feature. We have seen how the South Nation Conservation Authority attempted to create such an educational area in the village of Navan and that local community rejected it – not in my back yard (literally). The City of Ottawa is the largest financial contributor to the annual funding of the RVCA. There is no obvious, telling the story of the river, its animal and plants, in this urban section of Ottawa. Our appreciation of the river would be much enhanced if the RVCA could provide such a feature area on lands near the falls. This should be investigated.</p>	
<p>16. Page 29 – Targeted Neighbourhood Initiatives</p> <p>This is perhaps the area of greatest concern to our committee, with activities related to the OCH stated as a long-term goal. In fact, OCH has plans in the short term to start the process of transformation of its large land holdings in Overbrook. This will have significant impact on the community. Engagement with the OCH and with the community is needed at a much earlier stage. We would like to urge the drafters to take another look at this with a view to defining short term actions that can help define the scale and pace of transformation to result in better outcomes for future tenants and neighbours.</p>	<p>Partnering with OCH with respect to the redevelopment of its sites is identified in the Action Plan as a medium term initiative, starting as early as 2019 (coinciding with the start of the new term of Council).</p>
<p>17. Minor comments</p> <ul style="list-style-type: none"> <li>• The spelling of the Adàwe Crossing is at times with or without the accent. Revise</li> </ul>	<p>Edits / corrections will be made.</p>

<p>this.</p> <ul style="list-style-type: none"><li>• On page 28, last paragraph reference is made to the Overbrook Recreation Centre, is this meant to be the Overbrook Community Centre?</li><li>• Label Appendix B, looks like it is Appendix A.</li></ul>	
<p>18. Concluding comment</p> <p>Might it be suggested that the creation of a future Neighbourhood Revitalization Plan may meet the needs of the community's desire to have a Secondary Plan for Overbrook adopted under the <i>Planning Act</i> (this seeming more fitting than a Community Design Plan – due to the lack of large scale change o growth expected in the community). There is no current firm answer to this but it will be a subject for discussion.</p>	<p>Staff will take this into consideration as part of the future Neighbourhood Revitalization Plan process.</p>