HEATHERINGTON

Neighbourhood Revitalization Strategy

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CONTENTS

Introduction **1**

History 1

Councillor Sponsors Group 1

Evolution of BBRN 2

Thank you! **2**

Neighbourhood Revitalization Strategy **3**

Action Plan 4

Neighbourhood Revitalization Plan 4

1770 Heatherington Road 4

Highlights of the Consultation Process **5**

Process 5

Top Priorities for Heatherington **6**

Priorities for 1770 Heatherington 6

Action Plan for the City **7**

Programs and Services Priorities 10

Strategic opportunities 14

Infrastructure Priorities 15

Neighbourhood Revitalization Plan **15**

Conclusion **16**

Appendices

Appendix A – Consultation Report

Appendix B – Detailed Action Plan

Appendix C – Resources and Sponsorship Opportunities

INTRODUCTION

Building Better Revitalized Neighbourhoods (BBRN) is a Strategic Initiative of Council that began in 2015. 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. BBRN will help these communities continue to grow as a place where children, youth and adults can meet their everyday needs, participate in community life and succeed.

HISTORY

Between 2015 and 2016 work on BBRN began with a review of neighbourhoods to determine which priority neighbourhoods would be selected for the project. A thorough review of neighbourhoods was completed and in March 2016 Council selected three neighbourhoods to study, Heatherington, Carlington and Vanier South.

In the Fall of 2016 work on Phase Two of the project began. The first step was to determine a path forward for each neighbourhood. For Carlington, it was determined that this neighbourhood would benefit from a Community Design Plan focused on the Merivale Road North corridor, including economic development and public transportation elements. For the remaining two neighbourhoods, a plan for a Neighbourhood Revitalization Strategy was developed based on the unique elements and characteristics of each community.

COUNCILLOR SPONSORS GROUP

In Phase One of BBRN, a Councillor Sponsors Group was formed to help guide staff and oversee this Strategic Initiative. The Councillor Sponsors Group consists of the following:

- Councillor Harder: Chair, Planning Committee;
- Councillor Tierney: Vice-Chair, Planning Committee; Chair, Ottawa Public Library Board; Chair of the Ontario Caucus for the Federation of Canadian Municipalities;
- Councillor Taylor: Deputy Mayor; City of Ottawa Representative, Association of Municipalities of Ontario;
- Councillor Fleury: Chair, Ottawa Community Housing Board;
- Councillor Deans: Chair, Community and Protective Services Committee; and
- Councillor Qadri: Chair, Ottawa Board of Health; Chair, Crime Prevention Ottawa.

The Councillor Sponsors Group provides strategic direction and important resources to staff as the BBRN initiative moves forward. In addition to the Councillor Sponsors Group, the local Ward Councillors have also participated throughout this project providing valuable insight and guidance on the communities that they represent.

EVOLUTION OF BBRN

As the community, City staff, Councillors and service providers have participated in this new initiative, the idea of BBRN, what it is, where it is going and how we will get there has evolved. This project has challenged everyone involved to think about these neighbourhoods in a different way. It has prioritized communities in a way that has never been done before and has attempted to break down the silo-approach to neighbourhood initiatives. BBRN has highlighted efficiencies, opportunities and strengths that every Department in the City can leverage from land use planning to infrastructure improvements to parks and social services. It has also identified key service providers and agencies that operate in these neighbourhoods who bring together residents and provide key services and opportunities.

The evolution of BBRN is important to the City and for future studies in other priority neighbourhoods. If the City approaches these neighbourhoods through the lens of BBRN, revitalization of these areas can occur over time. No community is the same and no neighbourhood functions in isolation of the City. Future BBRN initiatives, will continue to target other priority neighbourhoods, each with an individualized approach that is unique to that community.

THANK YOU!

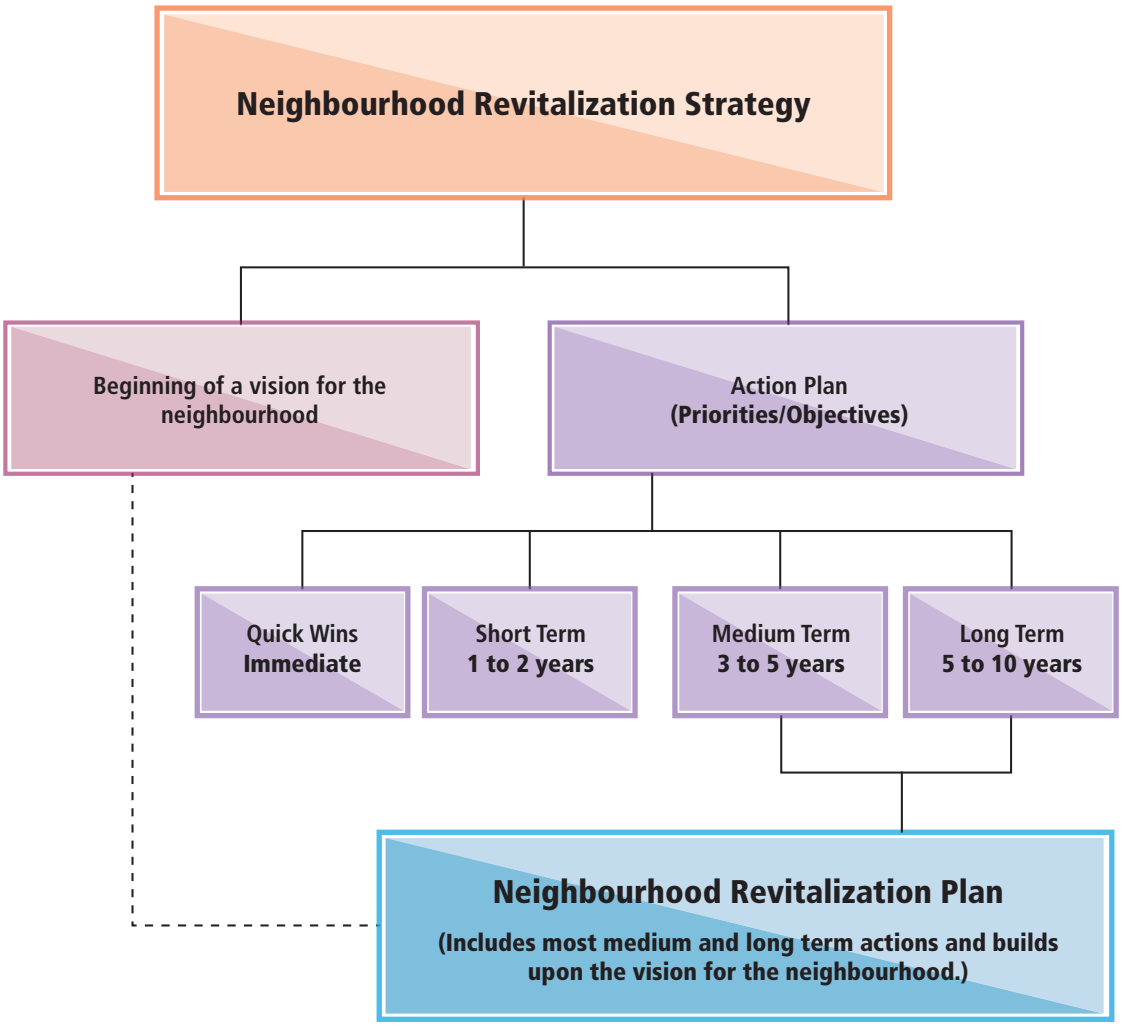
Special thanks goes to the many residents who took time to participate in this process, attend meetings to provide feedback and to the many representatives of community associations, agencies and organizations who took time to meet and provide information on the services and programs offered in the area. Everyone provided valuable insight to the neighbourhood and offered thoughtful feedback.

NEIGHBOURHOOD REVITALIZATION STRATEGY

A Neighbourhood Revitalization Strategy is a new, made-in-Ottawa approach for identifying and recognizing priority neighbourhoods for improvements, planning for change and identifying opportunities for rejuvenation and renewal. The Strategy provides a snapshot of a neighbourhood, highlighting the assets and opportunities for revitalization based on feedback from residents, landowners, community groups as well as agencies and organizations that provide services in the area. A Neighbourhood Revitalization Strategy is the beginning of a vision for the community.

Through the process of developing a Neighbourhood Revitalization Strategy, a better understanding of the neighbourhood programs and initiatives is gained and when opportunities are realized, connections and coordination of projects can be made that improve a neighbourhood in a more holistic way.

A Neighbourhood Revitalization Strategy is not limited to one topic or theme, rather the priorities of a Strategy are slowly developed over time based on consultations with stakeholders. The priorities 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 focused on a specific part of the community. 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 sectors. A Strategy can also identify opportunities for investment and sponsorship. Most importantly, a Neighbourhood Revitalization Strategy provides an Action Plan for short, medium and long-term initiatives that are key to improving the health and vitality of a community. The success of a Neighbourhood Revitalization Strategy relies on its participants to remain engaged and to support the Action Plan.



ACTION PLAN

As the process of the Neighbourhood Revitalization Strategy has developed, so too has the concept of an Action Plan and the different elements that make up an Action Plan. An Action Plan is divided into short, medium and long-term initiatives, each with their own objectives.

The short term initiatives include quick wins, those actions that can be done immediately or in the foreseeable future (1-2 years). Medium term initiatives can be satisfied within 3 to 5 years and long term initiatives are ones that are complex and take more time to study and plan for (5 to 10 years).

NEIGHBOURHOOD REVITALIZATION PLAN

As the Action Plan developed, so did the ideas of how to implement some of the medium and long term initiatives. From these ideas emerged the concept of a Neighbourhood Revitalization Plan. A Neighbourhood Revitalization Plan is a plan for the community that includes most of the medium and long term initiatives identified in the Strategy. The Plan will build upon the Strategy to formalize a vision for the community.

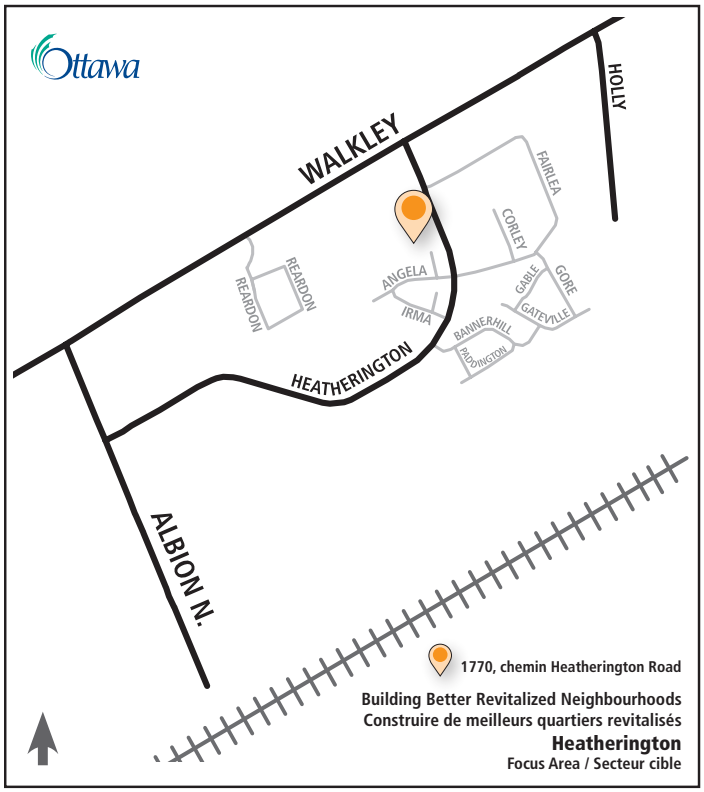
The goals of the Neighbourhood Revitalization Plan have already been formed through the Strategy process – the key elements of the future Plan have already been completed, the priorities of the community are already identified with the long-term assets and opportunities recognized. This does not mean that engagement with the many stakeholders will end, rather the opposite, it means that 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.

Within each Strategy, clear direction for a future Neighbourhood Revitalization Plan is included as a guide for the development of the Plan. As the Plan progresses, additional opportunities and assets may also be realized; however, it is vital that the Neighbourhood Revitalization Plan be developed with realistic goals based on the assets and opportunities identified through the consultation with the members of the community during the Strategy process. Just like the Strategy, the Neighbourhood Revitalization Plan must contain achievable actions and rejuvenation for the community and include key strategies for implementation. The objectives of the Neighbourhood Revitalization Plan are outlined in a later section of this Strategy.

1770 HEATHERINGTON ROAD

1770 Heatherington Road is a 3.2 ha (7.9 ac) site that is owned by the City of Ottawa. The site is a former Public Works yard and is the "spark" that began the discussion around the BBRN initiative.

This site offers a great opportunity for redevelopment to not only meet some of the priorities identified by the residents but also to be one of the catalysts in the area that will contribute to the revitalization of the community. Consideration for the redevelopment of 1770 Heatherington Road will be included as part of the Neighbourhood Revitalization Plan process; however, it is also anticipated that specific redevelopment initiatives for this site will run parallel to the Neighbourhood Revitalization Plan process.



HIGHLIGHTS OF
THE CONSULTATION PROCESS

PROCESS

For each neighbourhood, an Area of Focus and Area of Interest were identified for the project and consultation process. The 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 were also included. An Area of Focus was determined to concentrate the consultation and where many of the key recommendations will occur.

For the Heatherington area, the residential communities near Heatherington Road and the street itself was identified as the Area of Focus.

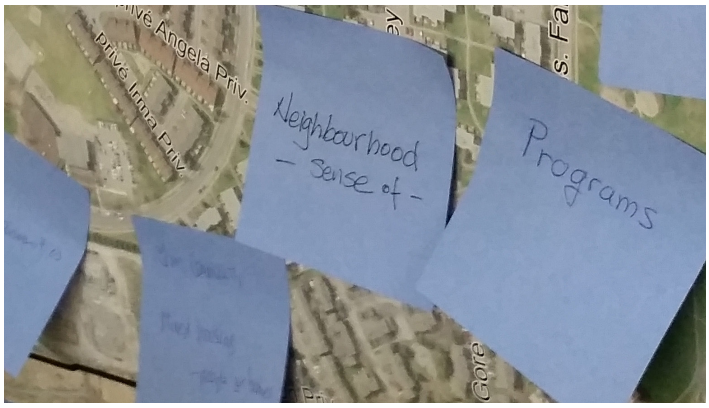
The consultation process included Heatherington residents, service providers and businesses.

There were two stages of consultation each with a different objective. The first stage focused on asking open ended questions to get a broad range of ideas and feedback from residents. The discussion focused on:

- What do you love about your community?
- What three things would improve the community?
- What would you like to see built at 1770 Heatherington Road?

The second stage asked community members to indicate which of the priorities identified were the most important to them. The suggested priority actions were divided into **short term** or **long term** actions. These were then categorized into **programs and services** or **infrastructure**. An additional question asked about priority uses for the land at 1770 Heatherington Road. For each question, residents picked up to three priorities.

The Consultation Report with further details on the consultation process and the results can be found in Appendix A.



TOP PRIORITIES FOR HEATHERINGTON

Through the consultation process the following top priorities for the community were identified.

FIX THE ROAD AND SLOW DOWN TRAFFIC ON HEATHERINGTON ROAD

Comments about the state of the roads related mainly to potholes. There was also mention of increasing the amount and safety of on street parking.

ACCESS TO A POOL

There were two distinct purposes for a pool mentioned. The first being access for recreational use especially during the summer months and the second as a therapeutic or rehabilitation treatment option.

MAKE PATHWAYS SAFER IN THE SUMMER AND WINTER

Feedback indicated that walking paths and sidewalks are well utilized but require upgrades and better maintenance.

FREE PROGRAMS FOR CHILDREN

Suggested programming included recreation activities and playgroups/daycare but emphasized that it needed to be free in order to be accessible.

YOUTH DROP-IN CENTRE

The space is needed as a place where youth can go both to access services but also to just "hang out" and use resources, games or recreation spaces.

Additional priorities, which are also of great importance are contained in the Consultation Report in Appendix A. These additional priorities were also considered throughout the development of this Strategy.

PRIORITIES FOR 1770 HEATHERINGTON

When asked what residents thought should be developed at 1770 Heatherington Road, the overwhelming majority replied that it should be a multipurpose, multi-use site. There were 13 types of services, programs and uses that were suggested be part of the development of the site. In order of overall priority, those suggestions were:

1. **Sports centre**
2. **Medical clinic**
3. **Affordable housing**
4. **Youth centre**
5. **Middle income housing**
6. **Community garden**
7. **Cultural centre**
8. **Outdoor public spaces**
9. **Mental health and social supports**
10. **Training centre for job readiness**
11. **Stores and restaurants**
12. **Employment centre**
13. **Space for entrepreneurs to start their businesses**

As previously mentioned, 1770 Heatherington Road is an opportunity to address some of the needs identified by the residents. It is also to be one of the catalysts that will contribute greatly to the revitalization of the community. Consideration for the redevelopment of 1770 Heatherington Road will be included as part of the Neighbourhood Revitalization Plan process; however, it is also anticipated that a specific redevelopment process for this site will run parallel to the Neighbourhood Revitalization Plan process. This Strategy provides the basis of what the community needs are, a framework for the City to move forward with an analysis of the site and the opportunities that are available for redevelopment

1770 Heatherington Site

ACTION PLAN FOR THE CITY

Having an Action Plan for the implementation of the Neighbourhood Revitalization Strategy is key to the success of the revitalization of each neighbourhood. The following section provides an overview of the Action Plan. The Actions are categorized in two groups: **Infrastructure Priorities** or **Programs and Services**. Within each priority there are Actions that are either short, medium or long-term. In some cases, one action can satisfy different priorities. The lead and teams for each action, approximate timing, budget requirements, funding sources are contained in Appendix B – Detailed Action Plan.

INFRASTRUCTURE PRIORITIES

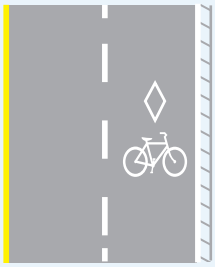
Neighbourhood and infrastructure design have a significant impact on the daily lives of residents and the vitality of communities. Creating safe, beautiful and accessible environments will yield positive results for the neighborhood as a whole. In the case of Heatherington, some of the design priorities identified could ultimately lead to positive changes in the basic neighbourhood fabric.

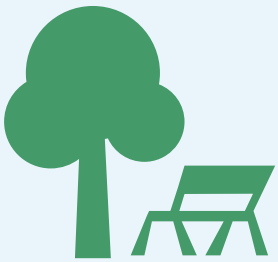
PRIORITY: IMPROVE HEATHERINGTON ROAD

Action: Complete a feasibility study to enhance the planned road resurfacing of Heatherington Road (2020) with complete street design elements

Heatherington Road is scheduled for resurfacing in 2020. This scheduled infrastructure project presents an opportunity to improve the pedestrian and cycling environment along Heatherington Road as well as implement some additional measures at high traffic intersections along the road by augmenting the resurfacing project with a feasibility study to determine:

- New sidewalks
- Additional street trees
- A cycling assessment to measure cycling safety
- Design changes to high traffic intersections and along the length of the street to improve pedestrian safety
- A review of the on-street parking



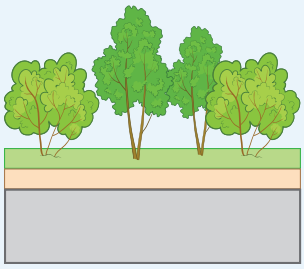


Action: Provide Safer Roads Ottawa programming throughout the neighbourhood and during community events

Safer Roads Ottawa partners with Ottawa Fire Services, Ottawa Paramedic Service, Ottawa Police Service, Ottawa Public Health and the Transportation Services Department to increase road safety. Safer Roads Ottawa can offer the community a variety of tools to make the neighbourhood safer including providing the Slow Down for Us signs, bike rodeos, pedestrian safety initiatives, bike mechanics and training locally at the Heatherington Recreation Centre so that residents can easily access these signs and attending community events or partnering with other local services and agencies to provide a specific road safety event.

PRIORITY: IMPROVE NEIGHBOURHOOD BEAUTIFICATION

Action: Enhance planned improvements to Heatherington Park



There are planned improvements to Heatherington Park in the coming years, which presents an opportunity to build upon these park improvements by including additional landscaping elements on the site during the construction of the planned improvements.

Action: Plant additional trees in Fairlea Park and add more garbage cans

Fairlea Park has a splash pad, seating area, basketball court and baseball diamond so additional trees can be added to the park but only along the periphery of the Fairlea Park to ensure that these trees do not interfere with the other elements of the park. Additional garbage cans in the park can help to address littering and overflow issues.

Fairlea Park

Action: Establish new urban parkland sites

One permanent action to improve the beautification of an area is to establish more urban spaces such as seating areas, landscaped areas and gathering spaces. To ensure that urban spaces are included in developments and remain in the long-term, the City can secure land as parkland through the development application process. The City is striving to create more urban parkland sites (minimum size of 400 m^2) to ensure that these areas are established permanently.

As this is a priority neighbourhood, the City will ensure that for any sites that are greater than 4000 m^2, 10% of the land is secured for public parkland through the Development Review process.

Action: Partner with local service providers to create an outdoor mural for 1770 Heatherington Road

As previously mentioned, consideration for the redevelopment of 1770 Heatherington Road will be included as part of the Neighbourhood Revitalization Plan process; however, in the interim there is an opportunity to contribute to neighbourhood beautification by partnering with local service providers to create a mural to hang along the fencing that surrounds the property. Outdoor murals can help to manage graffiti, vandalism, support arts and culture and provide youth with an opportunity to engage with others in their community.

PRIORITY: IMPROVE AND ADD MORE BASKETBALL COURTS

Action: Upgrade the existing basketball court in Fairlea Park

There is a basketball court in Fairlea Park that can be upgraded to increase its usability.

Action: Partner with Ottawa Community Housing to provide fencing around the basketball court in Albion-Heatherington community

The basketball court in the Albion-Heatherington community can be improved by adding fencing between the court, the adjacent parking lot and the road, increasing the safety and usability of the court.

Fairlea Park Basketball Court

NEIGHBOURHOOD REVITALIZATION PLAN GOALS FOR INFRASTRUCTURE PRIORITIES:

The following priorities are ones that are complex that require a coordination of partnerships and a long term plan for the community. These initiatives can be further explored during the development of the Neighbourhood Revitalization Plan.

Improve access to a pool and explore new partnerships

Currently, the City has a partnership with the Deborah Anne Kirwan pool, which is owned by the Ottawa Carleton District School Board. Parks and Facilities Planning Services is aware of the desire from the community to have greater access to a pool and during the development of the Neighbourhood Revitalization Plan, they can provide their expertise and guidance. New partnerships may also be realized with other stakeholders that improve resident access to a pool during the development of the Neighbourhood Revitalization Plan.

Improve safety and neighbourhood connectivity

During the Neighbourhood Revitalization Plan, a full assessment of the existing pathways, sidewalks and cycling routes throughout the neighbourhood can be assessed along with a review of winter maintenance. Residents can be engaged during this process to assist with pedestrian and cycling audits and help identify key destinations in the neighbourhood.

Determine feasibility of a Youth Centre

Having a youth centre in a community can provide youth with a sense of belonging and identity as well as offer a space that is geared to their specific needs. Establishing a Youth Centre is a process that requires time to determine the correct location, partnerships with different agencies as well as funding models to establish and operate the Centre. The Neighbourhood Revitalization Plan process provides the opportunity to explore the idea of a Youth Centre and determine potential partnerships and funding models.

Improve the reputation of the community

Changing the reputation of a community is a process that includes a number of different factors and will take time. There are a number of strategic opportunities that have been identified through this process that will help to improve the reputation of the community.

Master Planning and Urban Design Principles

Walkley Road is designated an Arterial Mainstreet in the City's Official Plan and is a Design Priority Area, which means that special design attention is given to the properties that front onto Walkley Road including a review of proposed developments by the City's Urban Design Review Panel. This area also went through a targeted Arterial Mainstreet rezoning process in 2015 to ensure that the zoning along Walkley Road is reflective of the Official Plan direction. There are a number of key sites that were identified as having the potential of greatly affecting the future of the area are:

- Timbercreek lands that front onto Walkley Road and Heron Road
- Ottawa Community Housing lands that front onto Walkley Road and Heatherington Road
- Ministry of Transportation lands that front onto Walkley Road

In total, these lands make up almost 28 hectares and approximately 1.0 kilometre of frontage along Walkley Road. Over time, as these properties redevelop, the impact to the public realm and the function of the street can be significant. With good urban design principles and a Master Plan for this mainstreet corridor, the redevelopment of these key sites can transition Walkley Road into the type of mainstreet that contributes to the health and livability of the area and provide better connections to the adjacent residential areas.

In addition, Hydro Ottawa owns land that fronts onto Albion Road North and Heatherington Road, which is also another opportunity for the City to actively engage with Hydro Ottawa on the future of their lands in 2018 to build upon the vision for the area based on this Strategy and during the development of the Neighbourhood Revitalization Plan.

Partnerships with larger landowners for the development of a Master Plan for the area as part of the Neighbourhood Revitalization Plan is an opportunity that can be explored in 2018 and one that can be included in the Neighbourhood Revitalization Plan for 2019.

Economic Development Potential for the Walkley Road Commercial Corridor

Engaging business owners and large landowners along Walkley Road will help to provide a long term vision for the neighbourhood and continue the discussion around neighbourhood revitalization and help to fulfill the polices of the Official Plan for Arterial Mainstreets.

The commercial corridor along Walkley Road is a mix of smaller lots with local businesses that cater to the residential fabric of the area as well as larger commercial uses that serve the broader community. There is an opportunity through the Neighbourhood Revitalization Plan process for Economic Development Services to engage with the business community to explore opportunities for the development of a business association and economic development programs that can provide support to the businesses.

Walkley Road Commercial Uses

Street Network Analysis

The Heatherington area was developed at a time when larger lots for both residential and commercial uses was considered the best approach to developing a community; however, it has resulted in neighbourhoods that are densely populated with little connectivity to adjacent areas and key destinations. As a result, residents in the Heatherington neighbourhood have limited access to the commercial corridor of Walkley Road and many key destinations. Heatherington Road is over 1.0 kilometre in length with only two public streets (Albion Road North and Walkley Road) connecting the dense residential neighbourhood to the larger community.

There is an opportunity for the City to actively engage with the Ministry of Transportation to relocate their site to allow for a long term vision of the neighbourhood which includes the introduction of a street grid that is more reflective of an accessible residential area. Coupled with improving neighbourhood connectivity noted

above, a long term plan can be developed through the Neighbourhood Revitalization Plan process to improve the connectivity of the neighbourhood with the broader community.

Reinvestment in property and infrastructure improvements can be major contributor to changing the reputation; however, the physical redevelopment of an area will not be the only catalyst for changing the reputation of a community. The reputation of a community is much more complex than just physical redevelopment of buildings and roads, it also includes recognition of the area, such as the commercial corridor of Walkley Road as a destination. The priorities of the stakeholders and the actions identified in this Strategy are also key to the revitalization of this neighbourhood and in turn, will help to improve the reputation of the area. All of these elements will be considered during the process of developing the Neighbourhood Revitalization Plan.

ACTION PLAN FOR THE CITY

PROGRAMS AND SERVICES PRIORITIES

The availability of programs and services in a community contributes to positive neighbourhood development and resiliency. Programs provide residents with better opportunities for healthy activities and to make connections with other residents which, in turn, foster a better sense of community belonging. Some of the identified services and programs for Heatherington include youth and children programs, women-only programming and opportunities for unstructured activity. The following is a list of priorities and actions for Heatherington.

PRIORITY: PROVIDE ADDITIONAL FREE PROGRAMS FOR CHILDREN

Action: Provide a Play Box at the Albion-Heatherington Recreation Centre

Through the Healthy Kids Community Challenge (HKCC), the City provided Play Boxes at specific Recreation Centres and Parks that contain equipment such as basketballs, jump ropes and sand toys for residents to use. This program was very successful in providing opportunities for unstructured play at no-cost for families. A Play Box will be added to the Albion-Heatherington Recreation Centre.

Action: Provide paint for stenciling and partner with Healthy Kids Community Challenge at the Albion-Heatherington Recreation Centre

Also through the HKCC, the City provided asphalt stenciling, such as hopscotch grids, to provide opportunities for unstructured play at no-cost for families. Through the HKCC program, the City now owns the stencils and can paint them at the request of a Recreation Centre. Stenciling asphalt the Recreation Centre can be done once the construction of the Community Kitchen is complete. In addition, the HKCC is working on Theme Four of their program, reducing screen time for kids, which will complement the play box and stenciling programs.

Play Box in a Park

Action: Partner with the Healthy Kids Community Challenge program to provide a garden tower at the Albion-Heatherington Recreation Centre

Through the HKCC, the City is undertaking a pilot project with garden towers at key locations across the City. A partnership with the Recreation, Cultural and Facility Services department has been made to install a garden tower at the Community Centre. This opportunity will also complement the future programming for the Community Kitchen (to be completed before the end of 2018).

Action: Partner with Ottawa Community Housing (OCH) residents on a Capital Community Funding project

OCH provides funding opportunities for projects put forward by their tenants to benefit their community. These applications are reviewed and assessed by OCH staff. One of these applications received funding for a dividing wall in the Heather Manor Community to increase the use of the space was granted approval for 50% of the total cost of the dividing wall through the community fund project if the resident group was able to obtain funding from other sources. A partnership with OCH has been made to provide the matching funds for the dividing wall. This partnership will result in greater opportunities for programming for both Albion-Heatherington residents and the broader community.

Action: Provide Safer Roads Ottawa programming throughout the neighbourhood and during community events

As previously mentioned, Safer Roads Ottawa can offer the community a variety of tools to make the neighbourhood safer including providing the Slow Down for Us signs, bike rodeos, pedestrian safety initiatives, bike mechanics and training.

Child jumping on a stenciled painted flower as a hopscotch grid

Action: Support new partnerships with the Ottawa Public Library (Alta Vista Branch) to provide additional programming at the Albion-Heatherington Recreation Centre and at other partner locations in the neighbourhood

The Ottawa Public Library offers a number of free programs and services. With the construction of the community kitchen and potential for free WiFi in the future at the Albion-Heatherington Recreation Centre there are new opportunities for library staff to partner with recreation staff to provide new, free programming. In addition, there have been new connections made through the Champion's Table between library staff, community groups, local service providers and agencies, which can result in new opportunities for attendance at one-time community events as well as regular programs offered in the community.

Action: That the Albion-Heatherington Recreation Centre be considered as a future location for the Bookmobile program

The Ottawa Public Library provides a Bookmobile program where a mobile van provides local access to books and other library materials in certain neighbourhoods. A recent review of the bookmobile locations has selected the Ledbury Banff Community Centre (every Thursday at 3:00 pm to 4:15 pm) for a new stop. It is also recommended that the library consider the Albion-Heatherington Recreation Centre as a potential bookmobile site in any future reviews of bookmobile locations.

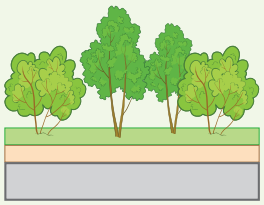
PRIORITY: INCREASE PROGRAMS FOR YOUTH (AGED 14 TO 19)

Action: Partner with the Healthy Kids Community Challenge program to provide a garden tower at the Albion-Heatherington Recreation Centre

As previously mentioned, the City is undertaking a pilot project with garden towers at key locations across the City. A garden tower at this location, in conjunction with the new Community Kitchen, can provide new opportunities for youth programming.

Action: Establish new urban parkland sites

As previously mentioned, one way to ensure that urban parkland is included in new developments and remain in the long-term is for the City to secure parkland. The City is striving to create more urban parkland sites (minimum size of 400 m^2), which can offer areas for increased programming for youth.



As this is a priority neighbourhood, the City will ensure that for any sites that are greater than 4000 m², 10% of the land is secured for public parkland through the Development Review process.

Action: Partner with a community agency to provide space for a Youth Drop-in at the Albion-Heatherington Recreation Centre or within the Heatherington neighbourhood

One of the needs that was raised during the consultation process was for more programs and a space for youth. During the development of this Strategy a partnership was formed between the City, Boys and Girls Club and Southeast Ottawa Community Health Centre to provide a space for a youth drop-in once a week at the Albion-Heatherington Recreation Centre. This opportunity would also help to develop a basis for any future permanent Youth Centre that will be explored during the development of the Neighbourhood Revitalization Plan.

Action: Partner with Ottawa Community Housing residents on a Capital Community Funding project

As previously mentioned, OCH provides funding opportunities for projects put forward by their tenants that benefit their community. A partnership with OCH has been made to provide the matching funds for a dividing wall in one of the community rooms. This partnership will result in greater opportunities for programming for both the Heather Manor residents and the broader community.

Action: Partner and provide support the Boys and Girls Club to pursue funding at the provincial level to continue to provide youth programming at the Ridgemont Clubhouse for 2018

The Ridgemont Clubhouse has been operating since 2009, it is open two days a week during the school year. In 2016, 183 youth made 3555 visits to the Ridgemont Clubhouse location. The Clubhouse runs a variety of free programming including the Homework Club and has established a partnership with the numeracy and literacy program in the Ridgemont school to further enhance the youth's education and help them to achieve their academic goals. This Clubhouse also has access to the Club's Sens Sports and Leadership League, Ottawa's only no-fee, year-round competitive sports program for youth. Recently, the Club lost the Provincial funding to continue this program in the community for the remainder of 2017 and beyond. The City has established a partnership with the Boys and Girls Club to support their pursuit of new provincial funding for programming at the Ridgemont Clubhouse for 2018.

PRIORITY: PROVIDE ACCESS TO FREE WIFI

Action: Provide free WiFi in the Albion-Heatherington Recreation Centre

In 2015, the City provided free WiFi hotspots at 25 City facilities; however, the Albion-Heatherington Recreation Centre was not one that was selected. Providing free WiFi at the Recreation Centre will help to reduce the "digital divide" for residents by allowing them to access more online services, programs and information.

PRIORITY: ENCOURAGE LOCAL BUSINESSES TO HIRE RESIDENTS FROM THE NEIGHBOURHOOD, INCLUDING YOUTH

Action: Invest in the City's Youth Summer Job Connect Program for resident youth in the neighbourhood

The City's Community and Social Support Centre provides a Summer Job Connect program that helps to match youth with summer job employment for participates aged 15-18 who face life-challenging situations. A targeted initiative for youth in the Heatherington area through the Centre can be accomplished for the summer of 2018 by providing specific funding to support the placement of area resident-youth by leveraging this successful model with existing networks and staff resources.

PRIORITY: PROVIDE PROGRAMS FOR WOMEN ONLY

Action: Partner with Ottawa Community Housing residents on a Capital Community Funding project

As previously mentioned, OCH provides funding opportunities for projects put forward by their tenants that benefit their community. A partnership with OCH has been made to provide the matching funds for a dividing wall in one of the community rooms. This partnership will result in greater opportunities for programming for both the Heather Manor residents and the broader community.

Action: Provide additional programs at the Albion-Heatherington Recreation Centre for women only

The Community Recreation Core branch will provide some pilot programs for women-only in 2018. This pilot will allow the Recreation staff to determine the need for additional programming in the future.

PRIORITY: IMPROVE IMMIGRANT AND NEWCOMER SERVICES

Action: Partner with Somali Centre for Family Services (SCFS) to provide newcomer and immigrant services in the Heatherington neighbourhood

The Somali Centre for Family Services provides a range of programs and services for newcomers in the larger community. A partnership has been formed to provide SCFS with space at the Recreation Centre or another local space, so that they can provide weekly settlement services at the Recreation Centre that will include ESL classes and conversation circles, Citizenship Test Preparation Course and employment counselling for 2018. This partnership will also assist by demonstrating the success of this program for future funding that the SCFS will seek from the Federal Government for 2019.

NEIGHBOURHOOD REVITALIZATION PLAN GOALS FOR PROGRAMS AND SERVICES

The following priorities are ones that are complex that require a coordination of partnerships and a long term plan for the community. These priorities may have also been identified in the Infrastructure Priorities section or as a short term initiative in this section as the priority can be satisfied in a number of different ways. These initiatives can be further explored during the development of the Neighbourhood Revitalization Plan.

Encourage local businesses to hire residents from the neighbourhood

Community Benefit Agreements are negotiated agreements between a private or public agency and a coalition of community based groups. This coalition may include residents, service agencies, faith-based groups and others. The agreement outlines the benefits to the community including jobs, training or apprenticeships and business opportunities. The agreements can require the developer (public or private) to hire residents from the area or provide them with training and apprenticeship opportunities throughout a construction project. The City can continue to research the feasibility of Community Benefit Agreements through the development of the Neighbourhood Revitalization Plan and determine if this area would be a candidate to pilot a Community Benefits Agreement initiative.

Employment and Support Service Alignment

There is an opportunity to leverage services and the resources that are available at the City's Social Service Centre south office located at 2020 Walkley Road. During the development of the Neighbourhood Revitalization Plan, staff from the Community and Social Supports branch can provide their expertise and guidance on the delivery of their services and identify opportunities for alignment.

Improve access to mental health services (after hours)

Access to after-hours mental health services is a complex need that requires partnerships with agencies as well as a location where these services can be provided. If 1770 Heatherington Road were to redevelop with elements of a Community Hub, this could be a location for this type of service to be available. In addition, through the development of the Neighbourhood Revitalization Plan existing mental health services can be assessed.

Determine feasibility of a Youth Centre

As previously mentioned in the Infrastructure Priorities section, having a Youth Centre in a community can provide youth with a sense of belonging and identity as well as offer a space that is geared to their specific needs. Establishing a Youth Centre is a process that requires time to determine the correct location, partnerships with different agencies as well as funding models to establish and operate the Centre. The Neighbourhood Revitalization Plan process provides the opportunity to explore the idea of a Youth Centre and determine potential partnerships and funding models that will ensure that a future Youth Centre has the capacity to continue in the long-term.

Explore new opportunities to provide free programs for children

Free programming for children, including recreation and childcare opportunities, was amongst the top 5 priorities identified by residents. As part of the Provincial childcare modernization process, new opportunities may be created to deliver childcare. As part of the Neighbourhood Revitalization Plan development process, these opportunities, as well as synergies for increased free recreation and leisure options for children, can be assessed.

Garden Tower at City Hall

STRATEGIC OPPORTUNITIES

Strategic opportunities are ones that were identified through the development of this Strategy that can greatly influence the development of the Neighbourhood Revitalization Plan or targeted towards a specific initiative identified through this process.

Action: Host a Design Charrette to build upon the vision for the neighbourhood and begin the Master Planning process in partnership with landowners

This Strategy provides the basis for a new vision for the neighbourhood. Engaging through a design charrette with landowners, business owners, community leaders as well as architects and other experts can help to continue build upon the beginning of the vision for the neighbourhood. Along with many of the other Actions taking place in 2018, the City will host a design charrette and begin the Master Planning process to continue the momentum of the BBRN initiative. The results of the design charrette and Master Planning process will be included in the development of the Neighbourhood Revitalization Plan in 2019.

Action: Assemble a cross-departmental team for 1770 Heatherington Road

As previously mentioned, 1770 Heatherington Road is an opportunity not only for the City but also to be one of the catalysts that will contribute greatly to the revitalization of the community. Consideration for the redevelopment of 1770 Heatherington Road will be included as part of the Neighbourhood Revitalization Plan process; however, it is also important to ensure that a cross-departmental team be formed to provide expertise on the redevelopment of the site. This team will be led by the Affordable Housing branch and consist of representatives from Policy Planning, Economic Development Services, Corporate Real Estate Office and Parks and Facilities Planning Services.

Action: Assist in making connections for residents with the programs and services in their area

One need that was raised by service providers was the lack of awareness of programs and services available to residents in their area. Budget restrictions with the service providers present a barrier to advertising and awareness campaigns for these programs and services. To assist with this barrier:

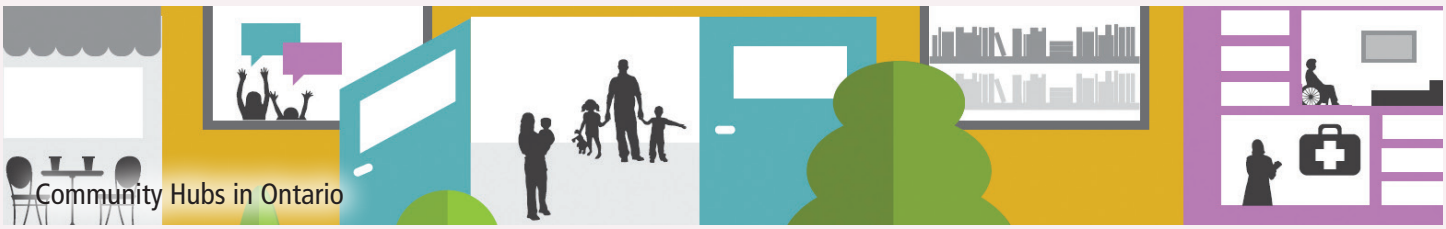
- A list of partners and agencies which operate in the Heatherington area can be provided through a variety of ways to assist residents with information on partner programs and services.
- Advertising the BBRN project in the neighbourhood and at sites where BBRN projects have been completed will help to grow the awareness of the BBRN project, direct residents to the City's BBRN webpage and provide information on the programs and services in their area.

Action: Remove barriers from establishing new Community Hubs

Community Hubs are a vital resource to priority neighbourhoods providing spaces for community gatherings, resident services and programs, social supports, cultural services and many other complimentary uses such as day cares, medical facilities and educational programs. Over the years, the concepts of Community Hubs have evolved and more communities are recognizing the importance of these hubs in their communities. One opportunity for a Community Hub is 1770 Heatherington Road.

One role that the City can play in the establishment of future Community Hubs is to ensure that City supports these hubs and help remove barriers by:

- Adding supporting policies in the City's Official Plan for the establishment of new Community Hubs
- Reviewing the City's Zoning By-law to ensure that zoning on existing school and government owned sites do not present a barrier to the establishment of new Community Hubs
- Continuing to liaise with the Province of Ontario and their Community Hubs network to ensure that the City remains up to date on the Province's policies and initiatives on Community Hubs



NEIGHBOURHOOD REVITALIZATION PLAN

The Neighbourhood Revitalization Plan is a long-term plan for the community that includes most of the medium and long term initiatives identified in the Action Plan. Clear direction for a Neighbourhood Revitalization Plan is included in this Strategy as a guide for the development of the Plan. As the plan progresses, additional opportunities and assets may also be realized; however, it is important that the Neighbourhood Revitalization Plan be developed with realistic goals based on the assets and opportunities identified through consultation with the members of the community during the development of this Strategy.

CONCLUSION

This Neighbourhood Revitalization Strategy is a new, made-in-Ottawa approach that recognizes priority neighbourhoods, plans for change and identifies opportunities to rejuvenate and renew a neighbourhood. This Strategy is the beginning of a vision for the community. It is a shift in the thinking and prioritizing of neighbourhoods at the City level – a recognition that there are neighbourhoods throughout the City that require thoughtful analysis with a holistic view, engagement with stakeholders and investment. This Strategy provides a snapshot of a neighbourhood, highlighting the assets and opportunities for revitalization and is the beginning of a vision for the community.

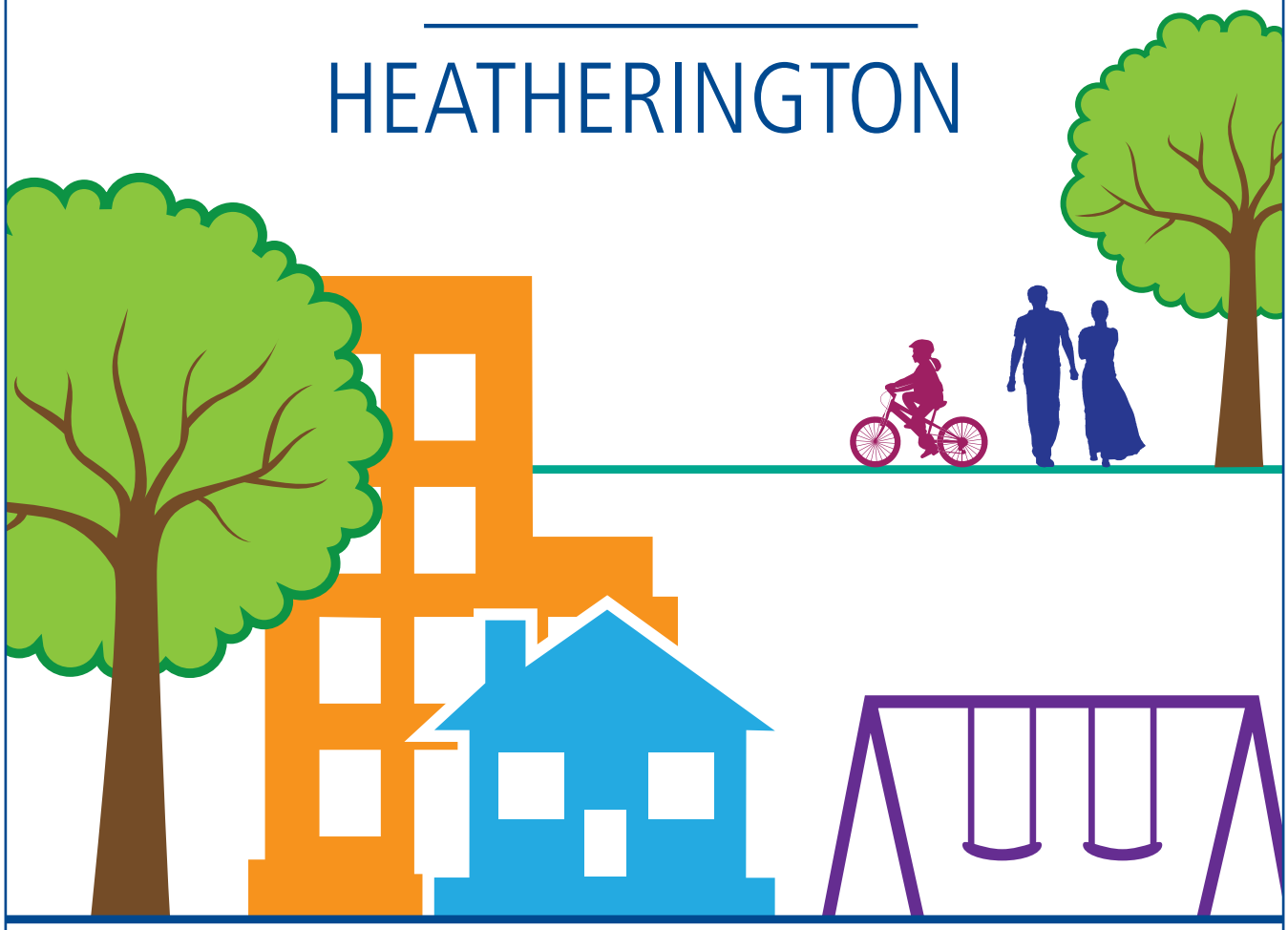
The actions identified through this Strategy are key to the success of the revitalization of the neighbourhood. This City initiative along with the other programs and services agencies, resident and community groups are key to revitalization of an area.

APPENDIX A – CONSULTATION REPORT

Ottawa

BUILDING BETTER REVITALIZED NEIGHBOURHOODS

HEATHERINGTON



Community Consultation Report

June 2017

ottawa.ca

3-1-1

TTY 613-580-2401

APPENDIX B – DETAILED ACTION PLAN

DETAILED ACTION PLAN FOR HEATHERINGTON

Infrastructure Priorities

Priority: Improve Heatherington Road	Dept Lead	Team	QW	ST	MT	LT	Implementation	Potential Budget/ Funding Source
Action: Complete a feasibility study to enhance the planned road resurfacing of Heatherington Road (2020) with complete street design elements	PIED	Policy Planning Branch, Asset Management Branch, Transportation Planning, OC Transpo			√		2019	100K / 2019-2022 Term of Council
Action: Provide Safer Roads Ottawa programming throughout the neighbourhood and during community events	PIED	Policy Planning Branch, Road Safety & Traffic Inv Branch, Boys and Girls Club, Southeast Ottawa Community Health Centre, Ottawa Community Housing		√			2018	Staff Resources
Priority: Improve Neighbourhood Beautification	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Enhance planned improvements to Heatherington Park	PIED	Policy Planning Branch, Parks & Facilities Planning Services		√			2018	5K / BBRN funding
Action: Plant additional trees in Fairlea Park and add more garbage cans	PIED	Policy Planning Branch, Parks & Facilities Planning Services		√			2018	10K / BBRN funding
Action: Establish new urban parkland sites	PIED	Development Review Services, Parks and Facilities Planning Services		√	√	√	Through future development applications	Staff Resources
Action: Partner with local service providers to create an outdoor mural for 1770 Heatherington Road	PIED	Policy Planning Branch, Real Estate Services, Southeast Ottawa Community Health Centre, Ottawa Community Housing, Boys and Girls Club	√	√			2017/2018	5K / BBRN funding
Priority: Improve and add more basketball courts	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Upgrade the existing basketball court in Fairlea Park	PIED	Policy Planning Branch, Parks & Facilities Planning Services		√			2018	5K / BBRN funding
Action: Partner with Ottawa Community Housing to provide fencing around the basketball court in the Albion-Heatherington community	PIED	Policy Planning Branch, Ottawa Community Housing		√			2018	5K / BBRN funding

QW = Quick Win; **ST** = Short Term - 1 to 2 years;
MT = Medium Term - 3 to 5 years; **LT** = Long Term 5 to 10 years

DETAILED ACTION PLAN FOR HEATHERINGTON

Neighbourhood Revitalization Plan Goals for Infrastructure Priorities	Dept Lead	Team	QW	ST	MT	LT	Implementation	Potential Budget/ Funding Source
• Improve access to a pool and explore new partnerships • Improve safety and neighbourhood connectivity • Determine feasibility of a Youth Centre • Improve the reputation of the community - Master Planning and Urban Design Principles, Economic Development Potential for the Walkley Road Commercial Corridor, Street Network Analysis	PIED	Policy Planning Branch, Development Review Services, Parks & Facilities Planning Services, Transportation Planning Department, Southeast Ottawa Community Resource Centre, Greater Ottawa Home Builders Association (GOHBA), Building Owners and Managers Association (BOMA), Hydro Ottawa, Ottawa Community Housing, Ministry of Transportation, landowners, residents			√	√	Add to workplan for Policy Planning Branch 2019 - 2022	200K / 2019-2022 Term of Council
Programs and Services Priorities								
Priority: Provide additional free programs for children	**Dept/ Org Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Partner with the City's Healthy Kids Community Challenge program to provide a play box, stenciling and funds for Theme 4 of the Community Challenge at the Albion-Heatherington Recreation Centre	PIED	Policy Planning Branch, Community Recreation Core Branch		√			2018	2K / BBRN funding
Action: Partner with the City's Healthy Kids Community Challenge program to provide a garden tower at the Albion-Heatherington Recreation Centre	PIED	Policy Planning Branch, Community Recreation Core Branch	√				2017	1K / BBRN funding
Action: Partner with Ottawa Community Housing on a Community Capital Funding project	PIED	Policy Planning Branch, Ottawa Community Housing	√				2017	6.5K / BBRN funding
Action: Provide Safer Roads Ottawa programming throughout the neighbourhood and during community events	PIED	Policy Planning Branch, Road Safety & Traffic Inv Branch, Boys and Girls Club, Southeast Ottawa Community Health Centre, Ottawa Community Housing	√	√			2017/2018	Staff Resources
Action: Support new partnerships with the Ottawa Public Library (Alta Vista Branch) to provide additional programming at the Albion-Heatherington Recreation Centre and at other partner locations in the neighbourhood	PIED	Policy Planning Branch, Community Recreation Core Branch, Ottawa Public Library (Alta Vista Branch)	√	√	√		2017 and beyond	Staff Resources
Action: That the Albion-Heatherington Recreation Centre be considered as a future location for the Bookmobile program	PIED	Ottawa Public Library			√	√	Neighbourhood Revitalization Strategy	Staff Resources
Priority: Increase programs for Youth (aged 14 to 19)	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**

QW = Quick Win; **ST** = Short Term - 1 to 2 years;
MT = Medium Term - 3 to 5 years; **LT** = Long Term 5 to 10 years

DETAILED ACTION PLAN FOR HEATHERINGTON

Action: Partner with the City's Healthy Kids Community Challenge program to provide a garden tower at the Albion-Heatherington Recreation Centre	PIED	Policy Planning Branch, Community Recreation Core Branch	√				2017	See above
Action: Establish new urban parkland sites	PIED	Development Review Services, Parks and Facilities Planning Services		√	√	√	Through future development applications	Staff Resources
Action: Partner with a community agency to provide space for a Youth Drop-in once a week in the Albion-Heatherington Recreation Centre or within the Heatherington neighbourhood (facility space costs)	PIED	Policy Planning Branch, Community Recreation Core Branch, Southeast Ottawa Community Health Centre, Boys and Girls Club		√	√		2018	7.5K / BBRN funding
Action: Partner with Ottawa Community Housing on a Community Capital Funding project	PIED	Policy Planning Branch, Ottawa Community Housing	√				2017	See above
Action: Partner with and support the Boys and Girls Club to pursue funding at the Provincial level to continue to provide the youth programming at the Ridgemont Clubhouse for 2018	PIED	Policy Planning Branch, Community and Social Services (Client Services Strategies Branch), Boys and Girls Club		√			2018	Staff Resources
Priority: Provide access to free WiFi	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Provide free WiFi in the Albion-Heatherington Recreation Centre	PIED	Policy Planning Branch, Community Recreation Core Branch		√			2018	5K / BBRN funding
Priority: Encourage local businesses to hire residents from the neighbourhood, including youth	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Partner with the City's Youth Summer Job Connect Program for resident youth in the neighbourhood	PIED	Policy Planning Branch, Community and Social Services (Community and Social Supports Branch)		√			2018	25K / BBRN funding
Priority: Provide programs for women only	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Partner with Ottawa Community Housing on a Community Capital Funding project	PIED	Policy Planning Branch, Ottawa Community Housing	√				2017	See above
Action: Provide additional programs at the Albion-Heatherington Recreation Centre for women only	PIED	Policy Planning Branch, Community Recreation Core Branch		√			2018	Staff resources
Priority: Improve immigrant and newcomer services	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Action: Partner with the Somali Centre for Family Services to provide newcomer and immigrant services at the Albion-Heatherington Recreation Centre or within the Heatherington neighbourhood (facility space costs)	PIED	Policy Planning Branch, Community and Social Services (Client Services Strategies Branch), Community Recreation Core Branch, Somali Centre for Family Services		√			2018	7.5K / BBRN funding

QW = Quick Win; **ST** = Short Term - 1 to 2 years;
MT = Medium Term - 3 to 5 years; **LT** = Long Term 5 to 10 years

DETAILED ACTION PLAN FOR HEATHERINGTON

Neighbourhood Revitalization Plan Goals for Program and Service Priorities	Dept Lead	Team	QW	ST	MT	LT	Implementation	Potential Budget/ Funding
• Encourage local businesses to hire residents from the neighbourhood • Employment and Support Service Alignment • Determine feasibility of a Youth Centre • Improve access to mental health services (after hours) • Explore new opportunities to provide free programs for children	PIED	Policy Planning Branch, Development Review Services, Parks & Facilities Planning Services, Transportation Planning Department, Southeast Ottawa Community Resource Centre, Greater Ottawa Home Builders Association (GOHBA), Building Owners and Managers Association (BOMA), Hydro Ottawa, Ottawa Community Housing, Ministry of Transportation, landowners, residents			√		Add to workplan for Policy Planning Branch 2019 - 2022	See above
Strategic Opportunities	**Dept Lead**	**Team**	**QW**	**ST**	**MT**	**LT**	**Implementation**	**Potential Budget/ Funding Source**
Host a Design Charrette to building upon the vision for the neighbourhood and begin the Master Planning process in partnership with landowners	PIED	Policy Planning Branch, Development Review Services, Parks & Facilities Planning Services, Community and Social Services (Affordable Housing), Transportation Planning Department, Greater Ottawa Home Builders Association (GOHBA), Building Owners and Managers Association (BOMA), Hydro Ottawa, Ottawa Community Housing, Ministry of Transportation, landowners		√			Begin in 2018 and add to workplan for Policy Planning Branch 2019 - 2022	25K / BBRN funding
Assemble a cross-departmental team for 1770 Heatherington Road	CSS (AH)	Policy Planning Branch, Development Review Services, Parks & Facilities Planning Services, Community and Social Services (Affordable Housing), Real Estate Services		√	√		2018 to next Term of Council (2019-2022)	Staff Resources
Assist in making connections for residents with the programs and services in their area	PIED	Policy Planning Branch, Business Support Services Consultation Branch (PIED), Community and Social Services	√	√			2017 and 2018	1K / BBRN funding
Remove barriers from establishing new Community Hubs	PIED	Policy Planning Branch		√			Add to workplan for Policy Planning branch for 2018	Staff resources

Notes: In some cases, the initiative will be a goal or principle contained in the Neighbourhood Revitalization Plan and in other cases, the implementation will be through an action item, project or program. Annual status reports are proposed as the monitoring tool for implementation. Budgets and funding sources are included. Those noted as "Staff Resources" are initiatives that can be satisfied within the Revitalization Strategy or absorbed by (future) staff resources. Those noted as BBRN funding refers to the existing Strategic Initiative funds for the BBRN initiative.

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APPENDIX C – RESOURCES AND SPONSORSHIP OPPORTUNITIES

The following section provides information on opportunities for sponsorship and resources for residents, landowners, and service agencies in the neighbourhood that are directly related to the priorities identified in this Strategy.

CITY PROGRAMS AND SERVICES

Street Trees

Trees in Trust program: The City's Trees in Trust program provides street trees to homeowners by request. If the City-owned street frontage lacks a tree and the homeowner has the time and commitment to help care for one, Forestry Services will plant a tree.

Schoolyard Tree Planting Grant Program

Tree planting projects on school property within the City of Ottawa are eligible to apply for the Schoolyard Tree Planting Grant Program. Applications will be accepted from Student or Parent Councils, environmental/ garden clubs, or other groups/ individuals that can demonstrate a commitment to the tree planting project in partnership with the school.

Safer Roads Ottawa Program

The Safer Roads Ottawa Program is a leading community partnership between Ottawa Fire Services, Ottawa Paramedic Service, Ottawa Police Service, Ottawa Public Health and the Public Works Department and can offer the community a variety of tools to make the neighbourhood safer including providing the Slow Down for Us signs, bike rodeos, pedestrian safety initiatives, bike mechanics and training. Invite Safer Roads Ottawa to your next community association or gathering. From discussing traffic calming measures, increased enforcement or organizing a bike rodeo Safer Roads Ottawa can offer your community a variety of tools to make you neighbourhood safer.

Summer Job Services

An array of free employment services for youth is offered. Any young person can access staffed resource rooms with everything needed for individual job search such as job postings, Internet access, computer and fax use, career planning and educational resources.

Crime Prevention Ottawa Ambassador Program

The Ambassador program, which provides trained volunteers to represent CPO at community events, information fairs and meetings. This allows them reach out to neighbourhoods across the city and share information about crime prevention and community safety. Volunteers come from all walks of life and from communities across the city, and each is a leader in his or her own right.

Ottawa Hand in Hand Program

The City of Ottawa offers help with program fees so that all residents can take part in recreation and culture activities regardless of their ability to pay. Residents who are already a participant in a community or social service agency program, or if are an individual or family with a low-income, may qualify for this fee support program. Applications are accepted at anytime.

"Have That Talk" from Ottawa Public Health

Ottawa Public Health offers 5 new videos to learn about how we can all promote positive mental health! The video series is accompanied by an activity guide to help keep the conversation going and take action on mental health.

Ottawa Public Library – Newcomer Services

The Ottawa Public Library offers a variety of resources and programs for newcomers including English conversation circles, settlement and immigration information session and access to materials in different languages.

Ottawa Police – Community Officers

Community Police Officers strive to be a primary focal point for problem solving in their assigned neighbourhoods; a primary location of the community crime prevention initiatives and partnerships; and a hub for information dissemination and referrals. There are a number of resources on the Ottawa Police Service website including contact information for the Community Police Officers assigned to each geographic area of Ottawa.

Community and Social Service Centres

The City's Social Service Centres offer help with daycare, employment, financial assistance and/or housing services. There is also an employment resource area that is open to the public on a drop-in basis. There is a Centre located close to the community at 2020 Walkley Road.

SPONSORSHIP OPPORTUNITIES

Throughout the consultation and development of the strategy, there were a number of sponsorship opportunities identified. The following is a list of potential sponsorship opportunities for private companies, community groups and landowners to consider:

- Sponsorship and advertising opportunities on ottawa.ca
- Safer Roads Ottawa Program including bike repair stations, bike rodeos, bike mechanics and training sessions
- Partnering with local service agencies and organizations mentioned in this Strategy and other groups who are interested in partnerships to continue or provide more programs and services in the neighbourhood.