



OTTAWA-CARLETON  
DISTRICT SCHOOL BOARD



Centre de ressources communautaires  
**RIDEAU-ROCKCLIFFE**  
Community Resource Centre

Overbrook • Forbes • Carson Grove • Manor Park  
Lindenlea • Rockcliffe • New Edinburgh

# Rideau High School Community Hub Project

By



Vectorsgroup.ca

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*Business Plan*

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## Table of Contents

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Table of Contents.....	2
Executive Summary .....	3
Strategic Framework.....	4
Introduction .....	4
Stakeholders .....	5
Neighborhood.....	5
Core Partners .....	5
Tenants .....	6
Clients .....	6
School Board.....	6
Ministry of Infrastructure .....	6
Core Partners .....	6
Rideau-Rockcliffe Community Resource Centre (RRCRC).....	7
OrKidstra .....	8
Operation Come Home.....	9
Roberts/Smart Centre.....	10
Youturn Youth Support .....	10
L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO) .....	11
Ashbury College .....	<b>Error! Bookmark not defined.</b>
Social Planning Council of Ottawa.....	11
Support from the Community .....	12
Community Services .....	13
Focus Groups .....	13
Social Groups.....	13
Age Groups .....	14
Timeline .....	16
Operational Plan .....	16
Management Plan.....	16
Human Resources.....	17
Administration.....	17
Coordination & Shared Resources .....	18
Financial Plan .....	18
Operational Expenses .....	19
Maintenance Expenses .....	19
Revenue.....	21
Conclusions .....	22
References .....	23

## Executive Summary

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This initial business plan will show the feasibility, sustainability and benefits of using the Rideau High School building as a community hub. This business plan has been developed by Vectors Group management consulting company on behalf of Rideau-Rockcliffe Community Resource Centre.

The closing of Rideau High School happened as a result of current conditions, and in the future there may again be the need for a school on the Rideau High School site. But until that time, as the second best option, using the facilities as a Community Hub will be to the overall benefit of the community and the Ottawa Carleton District School Board (OCDSB).

The guiding philosophy behind the Rideau Community Hub Project is not only to agglomerate several non-profit organizations in a facility, but also to establish a culture that fosters synergy and joint services. The Rideau Community Hub will serve efficiently if, and only if, the core partners can manage to operate as parts of a greater whole.

While assessing the feasibility of the Rideau Community Hub Project, we considered the needs of all the stakeholders including the community and their representatives, interested non-profit organizations who are referred to as core partners in this business plan, and potential tenant non-profit organizations.

We developed a survey to gauge the perspective of the community. The results indicate that there is significant community support behind the community hub project.

We also had series of meetings and communications with core partners and other interested non-profit organizations. Our observations so far indicate significant interest and support from a substantial number of non-profit organizations. So far 17 non-profit organizations declared interest and potential participation in the community hub project.

The financial aspect of the project is one significant issue for consideration. Each participating organization has its own operational plan which includes a financial plan for operations. However, in addition to the individual operational expenses of each non-profit organization, we had to consider the operational expenses of the community hub as a whole. Based on the data previously put together by the school board, the annual operational cost is expected to be around \$547 K. This has to be covered by the core partners (so far declared \$481K) with Rideau-Rockcliffe Community Resource Centre (and its board) taking on the responsibility and coordination. The current core partner organizations show interest and potential to put that amount together. Additional revenues from tenants and from government or city grants will also contribute to the financial feasibility of the project.

Management of Rideau Community Hub which takes into consideration both the needs of the individual partner organizations and the need to manage the shared space of the community hub is another major aspect of this project. Given these requirements, there are three levels to the management structure: 1) individual organizations, 2) operations of the common areas and functions, 3) coordination team.

If this business plan is approved by OCDSB and Ministry of Infrastructure, the intention of Rideau-Rockcliffe Community Resource Centre and the other core partner organizations is to

move into the facility in 2019. In the meantime, Rideau-Rockcliffe Community Resource Centre will prepare a detailed operational plan in coordination with other core partner organizations.

## Strategic Framework

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With Rideau-Rockcliffe Community Resource Centre as the lead, Rideau Community Hub is made up of a group of partner organizations that bring together health, social, recreation, lifelong learning, and community engagement services in the former Rideau High School building. The goal of the Rideau Community hub is to provide a location for improved access to essential community services, and to foster a sense of well-being and community belonging.

The core partners and tenants of Rideau Community Hub are a group of 17 well-established, local community service agencies collaborating around a common vision. We believe that together we can serve our community more creatively, efficiently, and cost-effectively by location sharing and integrated delivery of services.

The Rideau Community Hub vision is to empower vibrant and inclusive neighbourhoods by providing a place of belonging with a range of vital services and resources for the community. The mission of Rideau Community Hub is to foster sustainable community engagement and participation by providing access to health, cultural, social, recreation, lifelong learning, economic development, and community services.

## Introduction

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The closing of Rideau High was seen as a deep loss to many in the neighbourhoods around the school. There was significant concern from the community that the youth who lost their school would be left without a place to belong. The idea was put forward that there could still be something done to benefit the whole community in a place that is already important to so many. There is a momentum to create a Hub, the Hub will become part of the gentrification efforts engaged by the City of Ottawa as part of the Building Better Revitalized Neighbourhood (BBRN). The City of Ottawa – socio-economic division – has expressed its support for the project.

Rideau Rockcliffe Community Resource Centre stepped up as the organization to begin coordinating a hub for the community in the Rideau High School building. Other community service organizations quickly indicated interest, and Rideau Community Hub was born.



Given the quick buy-in from a strong group of well-established community service organizations, launching a community hub in the Rideau High School building is financially feasible. With the large size of the building, Rideau Community Hub will continue actively seeking more partner and tenant organizations, but with the combined rental budgets of the current group of partner organizations, costs of operating the building can be met.

The community response to the idea Rideau Community Hub has been unequivocal – they want a community hub in the former high school building. The potential of having a space shared by service organizations offering complimentary community services is great. It could be a “one-stop-shop” for clients seeking a range of services. Currently seventeen (17) partner organizations are engaging in conversation about collaborating and integrating services to make them as convenient and efficient as possible.

Rideau Rockcliffe Community Resource Centre, as well as other core partner organizations, is a bilingual organization and meet the needs of the francophone community by providing services in French. With the leadership of RRCRC, the Rideau Community Hub will be committed to serving the community in a culturally and linguistically appropriate way.

## Stakeholders

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### ***Neighbourhood***

The neighbourhoods around Rideau High School look at the former high school building as a place that is important to their community. These neighbourhoods contain a high number of children, youth, and newcomers.

### ***Core Partners***

To date the organizations that have indicated their desire to be a part of the Rideau Community Hub include:

- Rideau-Rockcliffe Community Resource Centre
- OrKidstra
- Operation Come Home
- Roberts Smart Centre
- Youturn Youth Support
- L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO)
- Social Planning Council of Ottawa
- Cooperative Artistique Vanier/Vanier Artist Cooperative
- Arts Council of Ottawa
- Educate and Feed Communities Foundation
- Ottawa Native Friendship Centre
- Conseil économique et social Ottawa-Carleton (CÉSOC)

## **Tenants**

In addition to the core partner organizations, space in the Rideau Community Hub will be available for other community-focused organizations to rent. So far 63<sup>rd</sup> Ottawa Scouts Canada has indicated intent to rent space in the Community Hub, and we anticipate other non-profits will do the same.

## **Clients**

Not only do the partner organizations of Rideau Community Hub provide a wide range of services, together they also serve all age groups: infants (0-6 years old), children (7-12 years old), teens (13-18 years old), young adults (19-35 years old), adults (35-60 years old), and seniors (60+ years old). (Note that throughout this business plan the term “youth” is often used in describing partner organizations’ services, and it refers to a combination of people at the upper end of the “teen” category and the lower end of the “young adult” category.)

## **School Board**

Ottawa-Carleton District School Board is the current owner and operator of Rideau High School and has operated the facility as a high school for many years. They closed the school as of the beginning of the 2017-2018 school year, but they intend to retain ownership in case the need arises to open a school on that site in the future.

## **Ministry of Infrastructure**

The Ministry of Infrastructure is a potential sponsor of Rideau Community Hub Project. A *Surplus Property Transition Initiative Application* has been submitted to the Ministry of Infrastructure to get approval and support. This new initiative allows community proponents to request additional time to support planning for the creation of community hubs at surplus provincial, school board or hospital properties. With the agreement of the current property owners, properties selected through this process would be maintained in public ownership, for up to 18 months, while community proponents develop their business plans, partnerships, and funding arrangements.

## **Core Partners**

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Core partner refers to the organizations that have agreed to a partnership in the community hub in which they will share the risks and unpredicted costs. This group of core partner organizations will pay for their share of the community hub building according to the actual hub expenses, whereas community hub tenants will pay predetermined rent. Core partners will also have representation in hub governance.

The core partner organizations of Rideau Community Hub are a group of well-established local community service agencies that are collaborating on a business planning process around a common vision for a community hub. The core partners of Rideau Community Hub

are interested in going beyond just sharing space to coordinating and integrating services where possible.

Each partner currently has budgets from which they can contribute towards the operational expenses of the community hub. The core partners are aware that there are significant risks in the undertaking of such a large project and are committed to working through these together.

The current core partners for the Rideau Community Hub will be briefly introduced in the following sections.

## ***Rideau-Rockcliffe Community Resource Centre (RRCRC)***



The Rideau-Rockcliffe Community Resource Centre is one of the thirteen Community Health and Resource Centres of Ottawa. Primarily

funded by the City, the Rideau-Rockcliffe CRC provides a range of social supports and services that enable the empowerment of residents, community resilience, and the inclusion of all. In order to achieve its mission and vision, the Rideau-Rockcliffe CRC has developed four programmatic pillars

- Children, Youth and Families: This program promotes the development of healthy and active children and youth as well as harmonious parental and family relationships. It also offers multiple activities such as playgroups, workshops for youth, leadership skills development, parental skills workshops and a baby cupboard that supports low-income families.
- Poverty Reduction: The Poverty Reduction program aims to work with residents to address causes and consequences of poverty. It offers many services to achieve this goal such as health promotion and awareness, Emergency Food Service, Good Food Markets, Counselling, Community gardens, Housing and Employment Support, etc.
- Support and Community Development: The main purpose of the Support and Community Development program is to support individuals and build healthy communities. Out reach works with residents and local groups to enhance community engagement, support capacity building, and help communities respond to their needs through social justice, equality and collective decision-making. This program offers many services such as Counselling, Crisis Intervention, Income Tax Clinics, etc.
- Anti-Poverty Project: It addresses poverty at the local level by improving access to affordable food and nutritious food for low-income families. It includes two initiatives:

- Good Food Markets which are pop-up not-for-profit markets that address barriers to food at the neighbourhood level by selling high quality produces and dry goods in communities at affordable price
- Market Mobile which is a not-for-profit mobile grocery store which operates out of a retrofitted trailer. MarketMobile brings fresh, affordable, and culturally appropriate vegetables and fruits to eight Ottawa neighbourhoods that have limited access to healthy food.

## OrKidstra



OrKidstra is a social development program for children aged 5 to 18 living in under-served areas of Ottawa, Canada. Our mission is to empower children and build community through the universal language of music. We carry out this mission by providing children from low-income families with free group and individual music lessons and the chance to learn important life skills like respect, compassion,

teamwork, and responsibility through playing and singing together.

### OrKidstra

- Provides children in under-served communities with free group and individual music lessons and the opportunity to perform in an OrKidstra ensemble and/or a KidSingers choir.



- Instills and reinforces values and skills that are inherent in music-making – skills like mutual respect, discipline, teamwork, creativity, and self-confidence

- Fosters community participation by encouraging young musicians to become mentors to children in the program





- Broadens the community's understanding of the value of music and the arts by involving volunteers with diverse backgrounds and skills to establish a vibrant network of music educators, players, and community members to strengthen music programs.

## Operation Come Home



Operation Come Home (OCH) provides vulnerable youth with community economic development programs and services that will provide them with the foundation, tools, information and support to improve their economic well-being.

OCH provides



vulnerable youth ages 16-29 with the following programs and services: on-site opportunity to complete high school and go to College/University; opportunities to work in one of the four social enterprises to develop skills and to gain work experience; career counselling; opportunities to find and maintain employment; business start-up; financial literacy; reunification of young people to their families across Canada; and numerous clinical supports such as: housing; counselling; mental health and addictions supports; crisis intervention; basic needs; resources; and referrals.

### ***Roberts/Smart Centre***



The Roberts/Smart Centre is an accredited children's mental health centre that delivers specialized treatment and clinical services to improve the lives of youth living with complex behavioural and emotional needs. We deliver our services – in both English and French – in a way that involves and supports families and in close collaboration with our partners in an integrated

community-based system.

### ***Youturn Youth Support***



Youturn provides intensive services and supports to youth in conflict with the law, and their families.

Our goal is to help our clients shift to active participation in society — and make choices that will help them remain in the community, avoid future conflict with the law and succeed in their lives.

Through four core programs, they deliver counselling, education and training, clinical treatment and a range of additional supports — all focused on helping youth and families build on their

strengths, develop their personal competencies and set out on a path to a productive life.



Operating since 1989, Youturn is a non-profit transfer-payment agency funded by the Ontario Ministry of Children and Youth Services, Youth Justice Branch. They are also a registered charity.

### ***L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO)***



*Will be written.*

### ***Conseil économique et social Ottawa-Carleton***

The Economic and Social Council of Ottawa-Carleton (CESOC) is a non-profit corporate agency whose goal is to foster the diversity of the Francophone community in Eastern Ontario, specifically in the Ottawa area. Since immigration is the driving force of this diversity, CESOC has made it a point of honour to set up an infrastructure which supports the reception and settlement of Francophone immigrants of all origins. CESOC, known as La Boussole francophone, supports Francophone immigrants, helps them prepare their settlement plan and provides the services they need throughout their journey. CESOC also endeavours to promote the socioeconomic development of Francophone immigrants, as well as the creation of a

pluralistic Francophonie, in accordance with the rights of Francophones in general and of French-speaking racial, ethnic and cultural minorities in particular.

## **Social Planning Council of Ottawa**



*The Social Planning Council takes a holistic approach to community development by integrating research, planning, and*

*community building.*

Our research work is an integral part of our social planning and community building work. Through research, we identify our community's needs and resources, and equipped with knowledge of our strengths and weaknesses, we partner with community agencies, residents, and city institutions to plan for a fitting solution.

The activities of the Social Planning Council include

1. Identifying the needs and resources of Ottawa residents through research that matters;
2. Designing solutions to identified problems through community and social planning.
3. Supporting community agencies through the provision of information and technical assistance;
4. Providing leadership in the mobilization of community resources to respond to pressing social needs.

## **Support from the Community**

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We conducted a survey to measure the level of community support. The survey was prepared with a Likert Scale between 1-10 and additional open-ended questions. Data was collected from community members who attended a Town Hall meeting about Rideau Community Hub on September 5, 2017, and by means of an online survey. The number of respondents was 31.

The average support for the Community Hub is 9.6. Residents have shared that it is highly value having a community hub near them when they could get an array of various services in one place.

The community believes that Rideau Community Hub will have a strong positive impact. The area which received the lowest impact score is “economic opportunities” (8.0). With the “low” number being still being so high, we must still read “economic opportunities” as having a significant positive impact on the neighbourhood. The area which received the highest impact score is “neighbourhood cohesion” (9.3). This aligns with the stated goals of Rideau Community hub to provide a place that fosters a sense of belonging, so we can see that the hub partner organizations and the community are on the same page about the potential of the hub.

## Community Services

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The community hub partner organizations provide a wide range of services and programs for the community in the following categories: healthcare, youth services, counselling, food hub, lifelong learning, social enterprises/entrepreneurship, recreation, art, and music.

The specific programs and services include: food bank and food sustainability (collective kitchens, community gardening, Good Food Markets, MarketMobile), group supports, workshops, after-school programs, sports programs, counselling services, yoga sessions, tutoring, sports programs, diabetes clinic, memory clinic, nutrition clinic, pediatric clinic, primary healthcare, community economic development programming for youth such as entrepreneurship, high school completion, financial literacy, supported employment, housing supports, clinical supports, resource centre for youth ages 16-29, counselling for youth, scouting activities, and teaching music to kids.

## Focus Groups

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Rideau Community Hub will be an inclusive space where all are welcomed and diversity is appreciated. As it grows and gains resources, Rideau Community Hub will seek to develop programming that meets the needs of all in the community. Currently programming is developed for the following focus groups.

### **Social Groups**

Participating non-profit organizations which will serve different social groups are listed below. Those who operate programmes for similar social groups will cooperate for joint services.

**Women:** Rideau-Rockcliffe Community Resource Centre, L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO),

**Men:** Rideau-Rockcliffe Community Resource Centre, L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO),

**Low-income children/youth:** Rideau-Rockcliffe Community Resource Centre, OrKidstra, L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO), Ashbury College

**At-risk youth:** Operation Come home, The Roberts/Smart Centre and youturn Youth Support Services, L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO),

**Newcomers:** Rideau-Rockcliffe Community Resource Centre, Orkidstra, L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO),

**Indigenous:** Actively seeking partner organizations to provide indigenous cultural programming.

## **Age Groups**

With the combined programming of Rideau Community Hub partners, there are services for all age groups:

**Infants (0-6 years old):** Healthcare

**Children (7-12 years old):** After-school programs, tutoring, sports programs, healthcare.

**Teens (13-18 years old):** After-school programs, sports programs, healthcare, counselling services, lifelong learning, social enterprises, healthcare, music instruction

**Young adults (19-35 years old):** healthcare, counselling services, lifelong learning, social enterprises, supported employment, healthcare, housing supports, social enterprises,

**Adults (35-60 years old):** healthcare, counselling, social enterprises, financial literacy, community kitchens and gardening, yoga sessions

**Seniors (60+ years old):** healthcare, counselling, social enterprises, financial literacy, community kitchens and gardening, yoga sessions

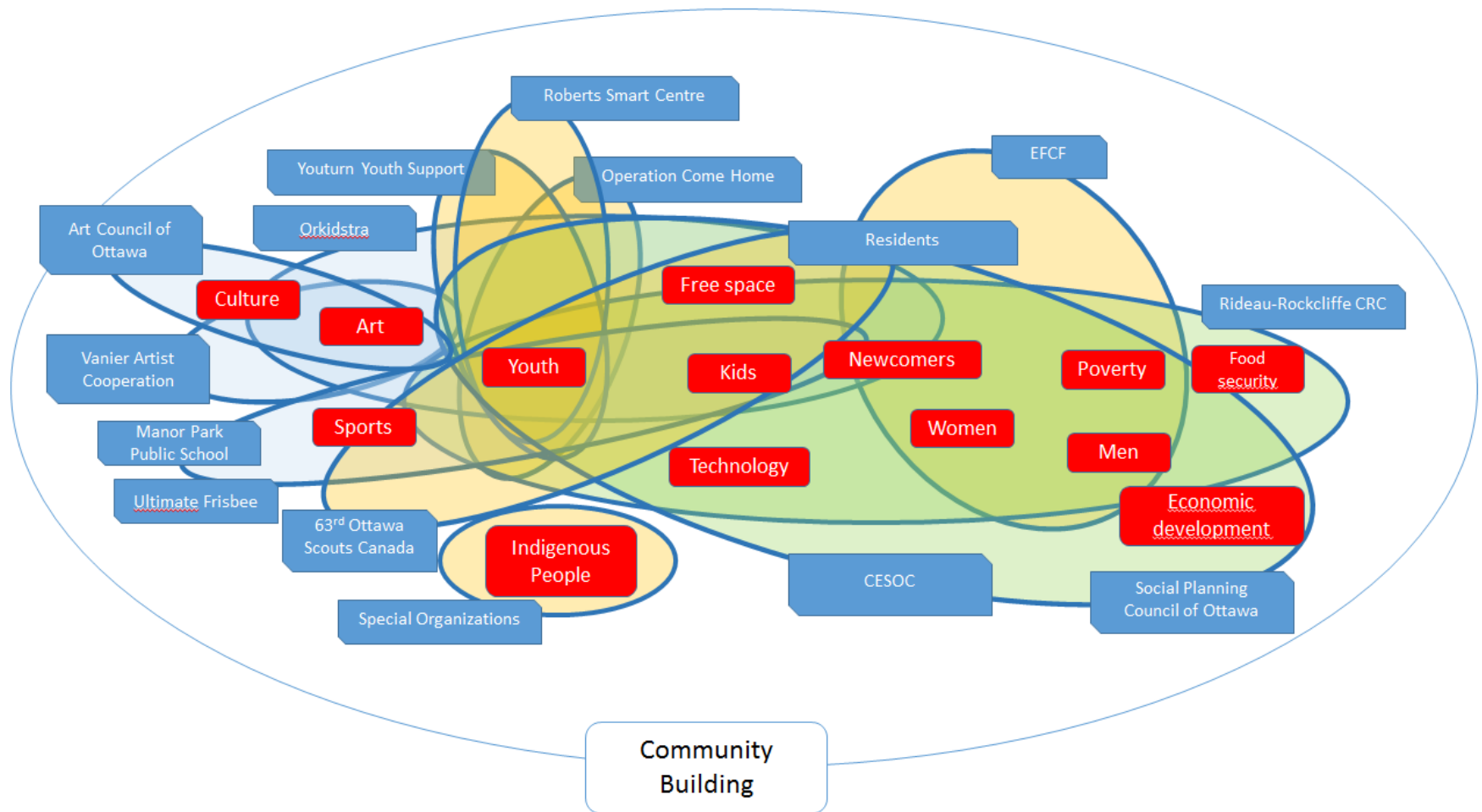


Figure 1 Focus Groups of Partnering Organizations

## Timeline

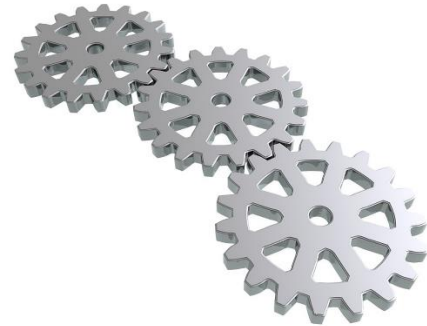
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- Rideau High School was closed as of the 2017-2018 school year.
- RRCRC began preliminary steps for forming a community hub, summer 2017.
- Initial business plan completed October 2017.
- Approval of the business plan by OCDSB December 2017.
- Development of detailed business plan January 2018 - April 2018.
- Confirmation of core partners and tenant organizations March 2018 – June 2018
- Development of Coordination team June 2018 - August 2018.
- Secure funding June 2018 – November 2018.
- Preparation of the facilities December 2018 - June 2019.
- Move in of first Rideau Community Hub partners June 2019.
- Rideau Community Hub in full operation Jan 2020.

## Operational Plan

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All participating organizations will have their own operational plans for their services and operations. Additionally, Rideau-Rockcliffe Community Resource Centre will develop an operational plan for the shared services and operations in the Rideau Community Hub. This operational plan will be developed in coordination with all participating non-profit organizations.



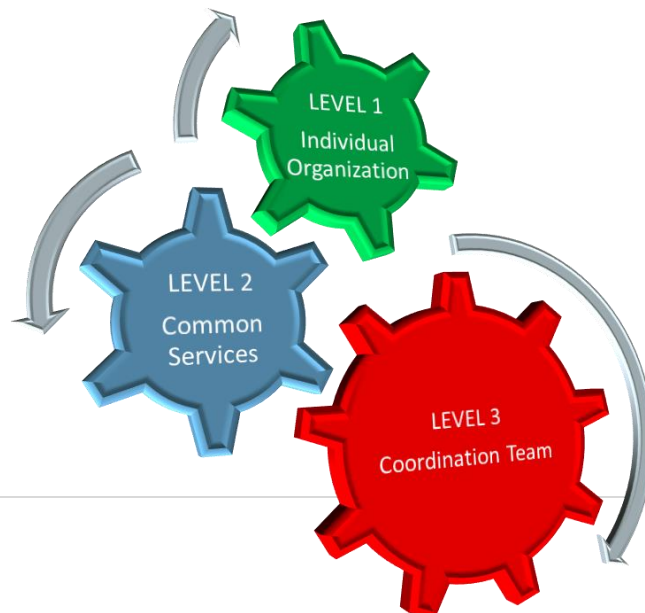
## Management Plan

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Rideau Community Hub's management plan takes into consideration both the needs of the individual partner organizations and the need to manage the shared space of the community hub. Given these requirements, there are three levels to the management structure: 1) individual organizations, 2) operations of the common areas and functions, 3) coordination team.

**Level 1 Individual Organizations:** Each partner organization is responsible for their own operations, just as they would be in any other space. Their internal governance structure and policies remain unchanged by participation in the community hub.

**Level 2 Hub Common Areas and Functions:** There will be a specific team to operate the community hub as a whole and





maintain common areas and functions. This team will be responsible to and part of RRCRC.

**Level 3 Coordination team:** The coordination team will be composed of members of core partner organizations. They will be responsible for coordination and cooperation in providing services. The aim is for partner organizations to work together to a point where clients can come into a “one-stop-shop” and tell their story once and thereafter receive the range of services they need.



## **Human Resources**

**Level 1 Individual Organizations:** Each organization is responsible to determine and maintain necessary human resources for their operations.

**Level 2 Hub Common Areas and Functions:** RRCRC is responsible to establish a team of three people to manage the common areas and functions of the community hub.

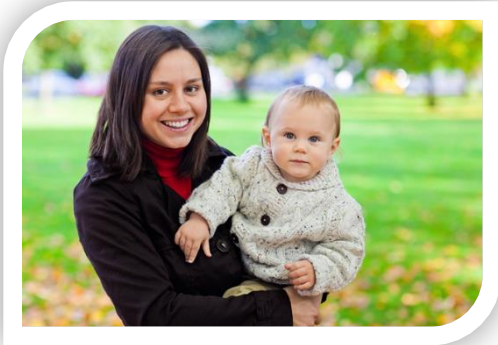
**Level 3 Coordination Team:** Each core partner organization will contribute one member to form this team. Additionally, the directors of core partner organization will support these efforts.

## **Administration**

RRCRC (and RRCRC board) will be responsible for the administration of the community hub. Both core partners and tenants are free to administer their organizations according to their own policies. But the Community Hub will also have general, higher level policies which need to be followed by everyone.



## Coordination & Shared Resources

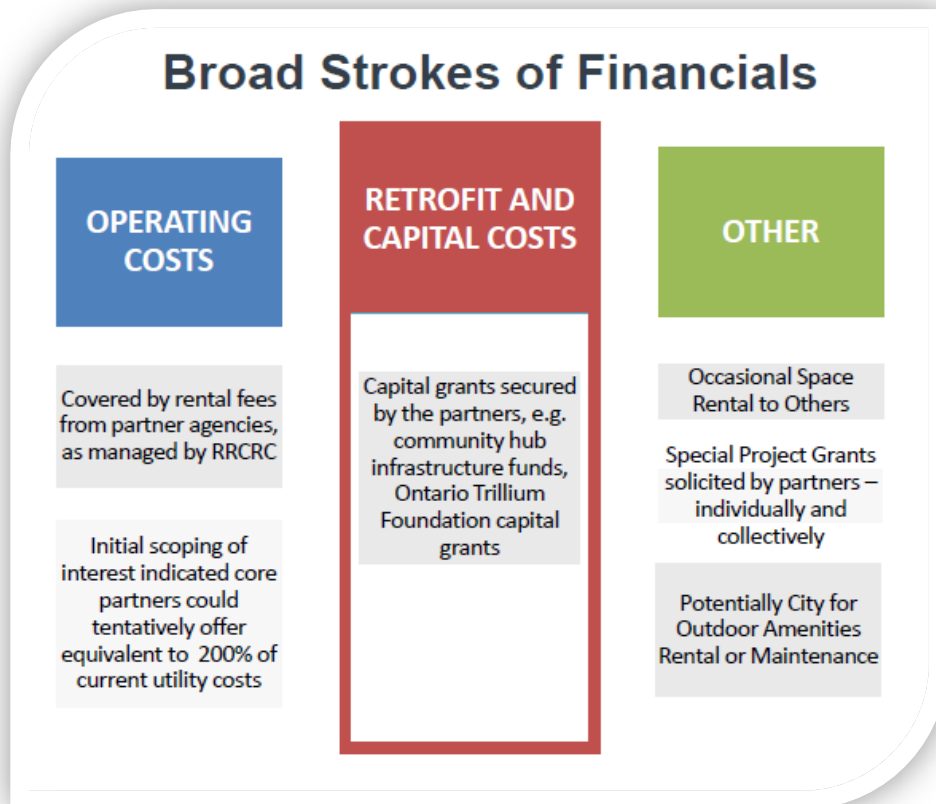


Level 2 Hub Common Areas and Functions and Level 3 Coordination Team are responsible for the adequate and fair usage of the facility. The Coordination Team is also responsible for facilitating synergy.

## Financial Plan

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The following is the visual summary of revenue model.



## **Operational Expenses**

Annual operational expenses of the community hub will include:

<b>Operational Cost (Annual)</b>	<b>Amount</b>
<i>Utility costs (based on OCDSB data)</i>	\$258,125
<i>Daily custodian costs (based on OCDSB data)</i>	\$116,875
<i>Maintenance costs (based on OCDSB data)</i>	\$172,236
<b>Total</b>	<b>\$547,236</b>

## **Maintenance Expenses**

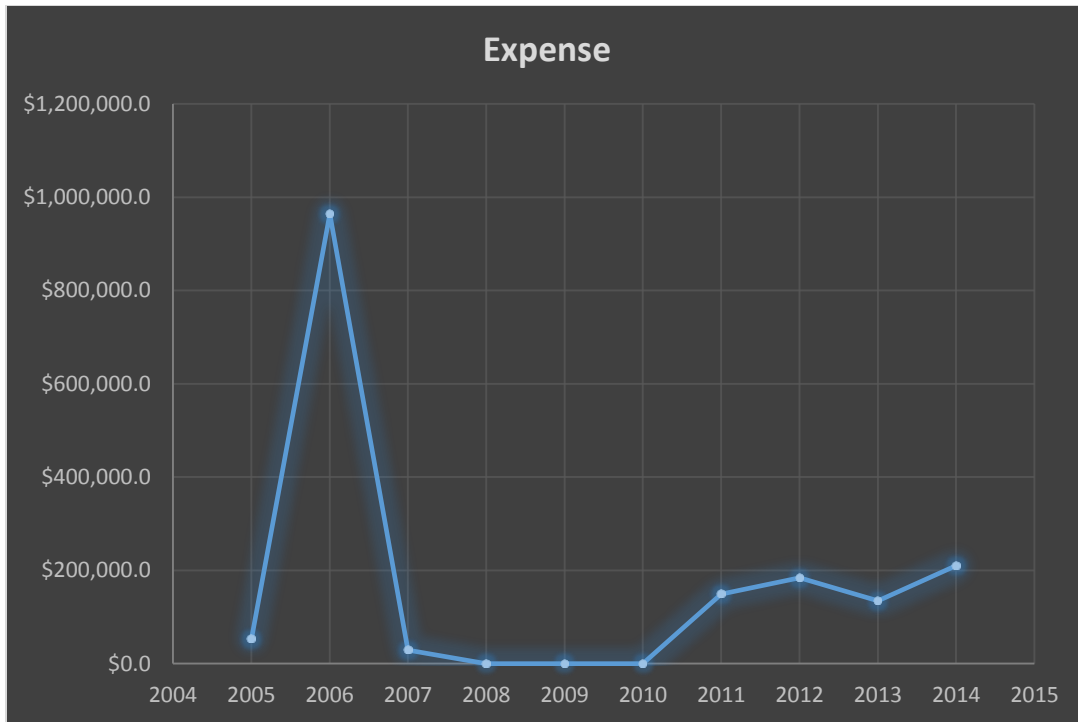
The following is the list of maintenance and facility improvement expenses of Rideau High School between 2005-2004.



## Attachment B: OCDSB 10-Year Historical Facility Improvements

### Rideau High School

Item	Year	Cost
Code-related Event Removal of Fuel & Storage Tanks	2005	\$3,122
Replace Chainlink Fencing West Section	2005	\$18,044
Replace window coverings in main office, chief, VP, P offices & rm 214 (horizontal).	2005	\$1,490
Replaced 11 Ventilation Fans	2005	\$29,784
01.3-010 Exterior Walls-Repair & Repointing.- Outbuilding, north of the school adjacent to baseba	2006	\$152,559
Major Repair - Fire alarm system	2006	\$21,364
Replace roof sections 1,2,101, 102, 106, 108, 201, 203, 206, 207, 303, 307, 308, 501, 601 304,306,308	2006	\$789,842
Replace Field House Fence & Gates	2007	\$13,349
Replace Garage Doors in Auto Shop	2007	\$7,600
Replace Paved Parking Lots-field house	2007	\$8,416
Replacement - Relamping	2011	\$13,820
Replacement Install new flooring, Rm 117 - Rideau	2011	\$6,805
SCIF - Exterior / Gym Lighting	2011	\$128,770
Major Repair - Foundation Leaks	2012	\$65,437
Replacement - Exterior Lighting	2012	\$5,437
Replacement -Daycare Air Conditioning	2012	\$106,863
SCIF - Exterior / Gym Lighting	2012	\$6,218
Replacement - Exterior Lighting	2013	\$782
Upgrade - Guidance Area Ventilation Upgrades	2013	\$14,894
Upgrade - HVAC	2013	\$118,928
Replace Sections 304 & 402	2014	\$210,057
		<b>\$1,723,582</b>



The average annual maintenance expense between 2005-2014 was \$172,358.

## **Revenue**

The expected financial contribution of the partnering organizations (those who have declared so far) will be as follows. The total revenue from the partner organizations will be formalized with a Letter of Intention (LoI) in the following phases of the Rideau Community Hub Project.

The unofficial confirmed amount of contribution from the partner organizations is \$481,100. With the contribution of potential core partner and tenant organizations, the revenue will be more than \$600K annually, which easily covers all maintenance and operational costs summarized above.

Declared Minimum Contribution	Amount
Rideau-Rockcliffe Community Resource Centre	\$60,000
<i>Orkidstra</i>	\$30,000
Operations Come Home	\$80,000
<i>Roberts Smart Centre &amp; Youturn Youth Support</i>	\$175,000
L'Équipe de santé familiale communautaire de l'Est d'Ottawa (ESFCEO)	\$90,000
<i>Social Planning Council of Ottawa</i>	\$25,000
<i>Educate and Feed Communities Foundation (EFCF)</i>	\$15,000
<i>63rd Ottawa Scouts Canada</i>	\$2,500
<i>Cooperative Artistique Vanier/Vanier Artist Cooperative</i>	\$3,600
<b>Total</b>	<b>\$481,100</b>

## Conclusions

In conclusion, within a very short time of Rideau High School being closed, a strong group of local community service providers came together to begin forming a community hub in the now-available space. These groups are well-established and have proven track record of success. They are excited about the potential of even greater impact working together in a community hub setting.

Each core organization will continue to function according to their individual operational plans, and under the direction Rideau-Rockcliffe Community Resource Centre and its board and coordination of the Rideau Hub coordination team, they will look for ways to integrate services and build synergy together. Management of the hub common areas and functions will be provided by a designated team.

From a financial perspective, the core partner organizations coming together makes a community hub feasible because together they have the resources and budgets to cover the cost of operations in the new space. The amount that each core partner will need to pay for the space they use works out to be quite reasonable. Renting space to other tenants will provide an additional source of funding for the hub.

Finally, the community around Rideau High School has expressed strong support for the idea of a community hub in that location. The community hub on the school's former site would keep a place which they already know and appreciate open for their use. It will help foster a sense of belonging in the neighbourhood as well as make vital services more accessible.

## References

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- Community Hubs in Ontario: A Strategic Framework and Action Plan, <https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan>
- <http://www.finance.gov.sk.ca/Default.aspx?DN=a25ea3cf-18a8-4bb0-ad2e-601feffd3b28>
- [http://icecommittee.org/reports/Community\\_Hubs\\_in\\_Toronto.pdf](http://icecommittee.org/reports/Community_Hubs_in_Toronto.pdf)

## **Annexes**

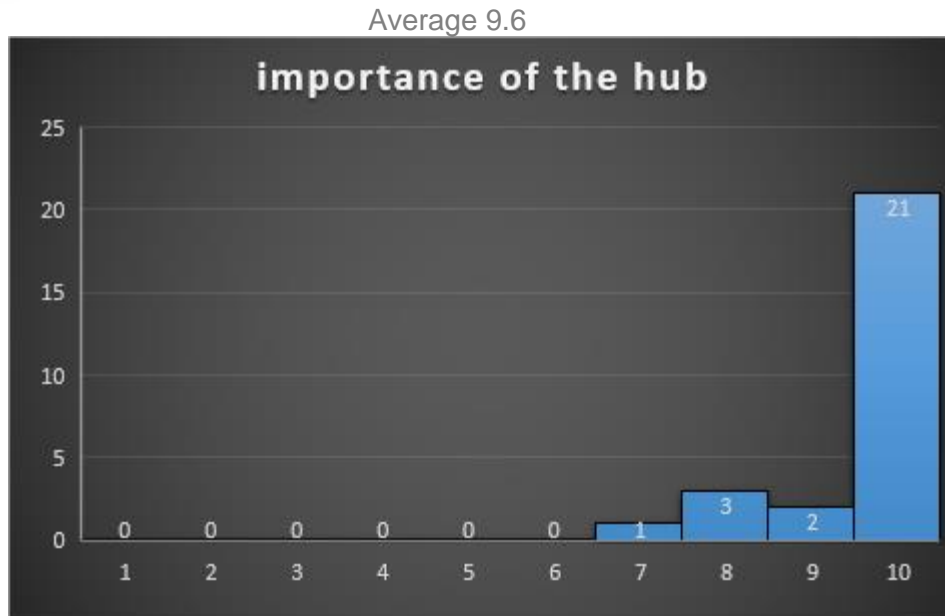
**Annex 1. Detailed results of the Community Consultation (Sept. 5<sup>th</sup>) and community survey (p.25)**

**Annex 2. Building Better Revitalized Neighbourhood Report (p.38)**



## Annex 1. Detailed results of the Community Consultation (Sept. 5<sup>th</sup>) and community survey

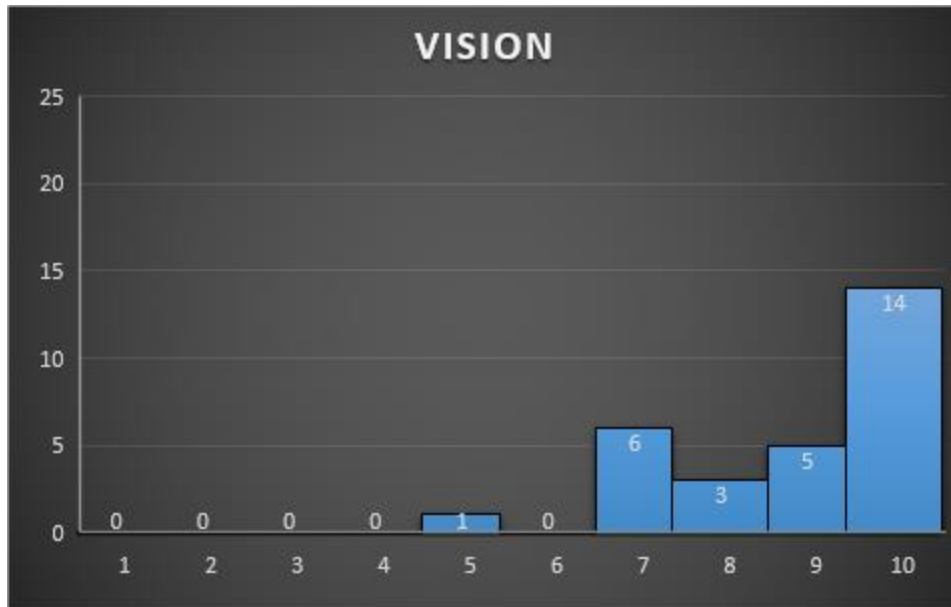
1	On a scale of 1 to 10, how important is it to you to have a Community Hub at the Rideau High School Building?	1-10
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With an average of 9.6, this shows conclusively that the community places a high value on having a community hub near them.

2	On a scale of 1 to 10, how much do you support our vision statement? <i>Empower vibrant and inclusive neighbourhoods by providing a place of belonging with a range of vital services and resources for the community.</i>	1-10
---	---	------

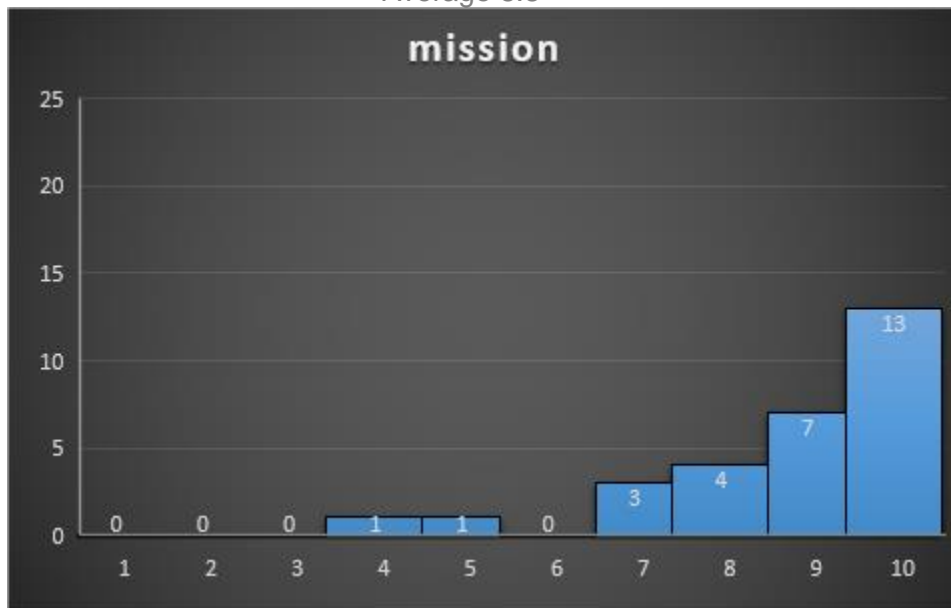
Average 8.8



We can see from these data that the vision statement resonated strongly with the majority of the community members, as the average is 8.8.

3	<p>On a scale of 1 to 10, how much do you support our mission statement?</p> <p><i>Foster sustainable community engagement and participation by providing access to health, cultural, social, recreation, life-long learning, economic development, and community services.</i></p>	1-10
---	---	------

Average 8.8



This indicates that a clear majority strongly supports the community hub vision, the average again being 8.8.

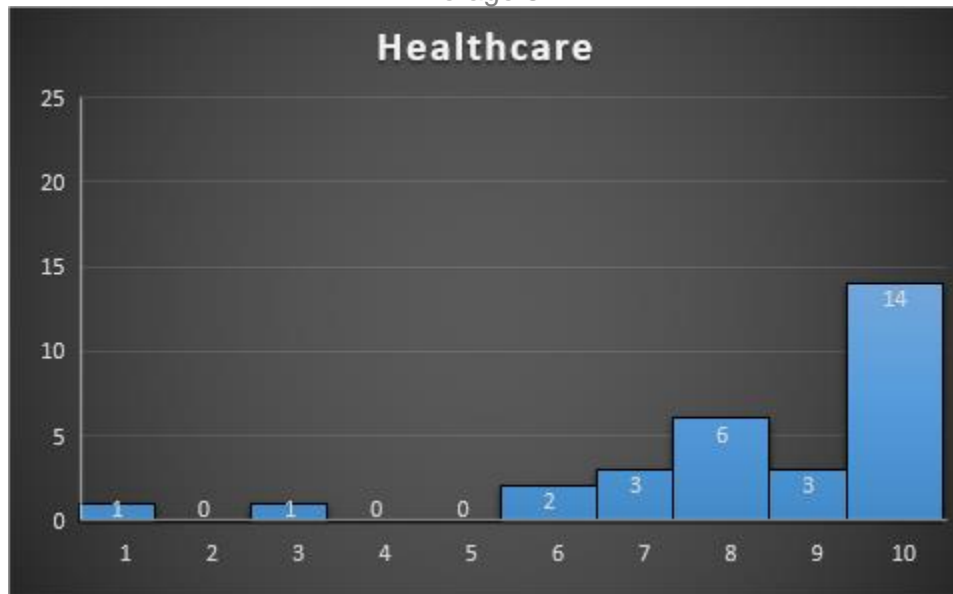
4	<b>What is important for you to see in your community hub?</b>	
5	Healthcare services (Primary healthcare, diabetes clinic, memory clinic, nutrition clinic, podiatric clinic)	1-10
6	Youth Services (Scouting programs, kids' programs)	1-10
7	Social Services (Counseling services)	1-10
8	Food Hub (collective kitchens, community gardening, MarketMobile, food bank)	1-10
9	Life-Long Learning (ESL, financial literacy programing, health, parenting, skill-development workshops)	1-10
10	Social enterprises/entrepreneurship	1-10
11	Recreation (open-hour activites, yoga sessions, sports)	1-10
12	Indigenous cultural programs	1-10
13	Community use (rental, party spaces)	1-10
14	Artistic Space	1-10
15	Open-Space (places to hang out)	1-10

The importance of each service area is high, with a range of 7.8 to 9.1. So it is safe to conclude that there is a felt need for all of the proposed community hub services.

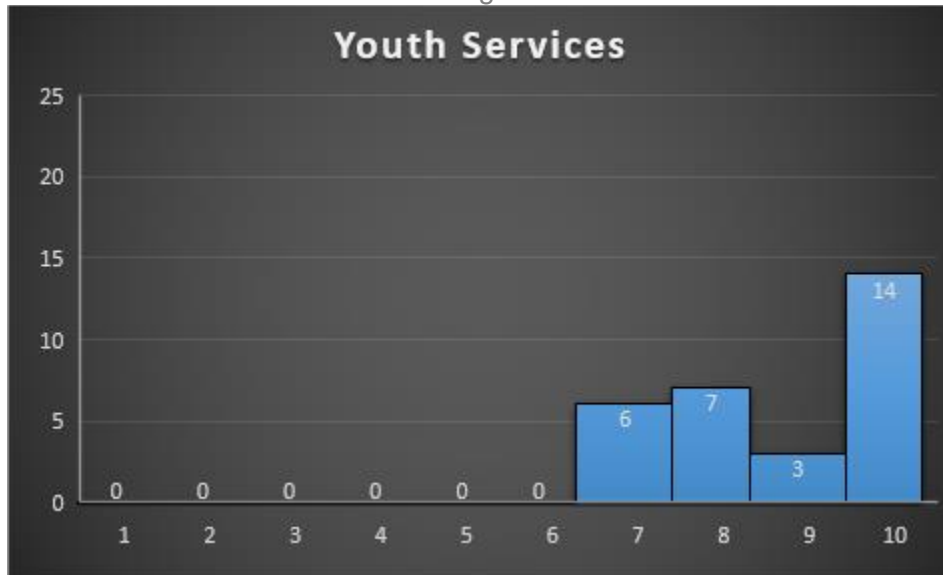
The three lowest areas are: open space (7.8), community use (7.9), and social enterprise (7.9). With the related categories of community use and open space receiving lower scores, the indication is that the community is more interested in programming than just space available to use.

The three service areas that received the highest scores are: Recreation (9.1), Indigenous cultural programs (8.9), and youth services (8.8). This provides guidance to Rideau Community Hub to actively look for partner organizations that provide services in these areas.

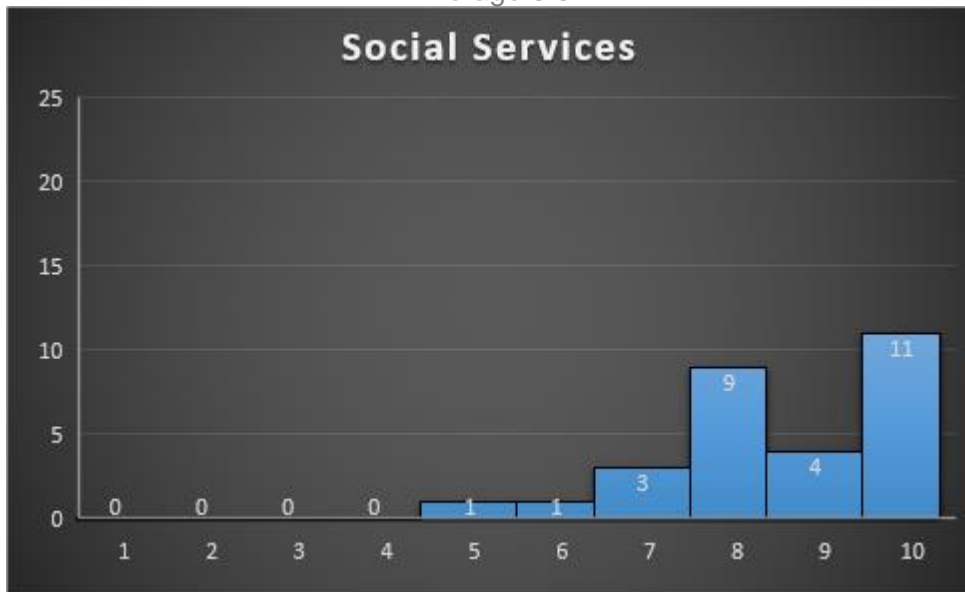
Average 8.4



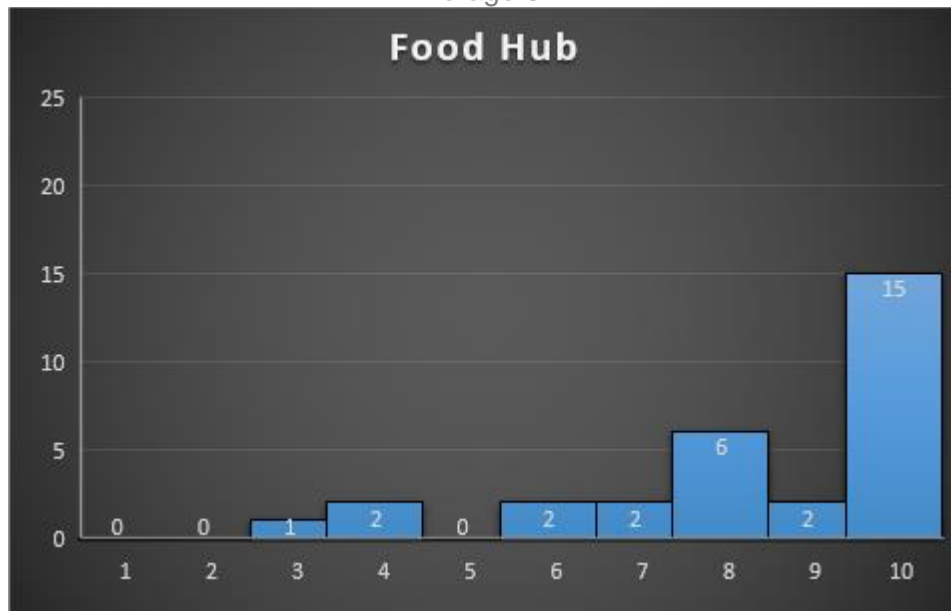
Average 8.8



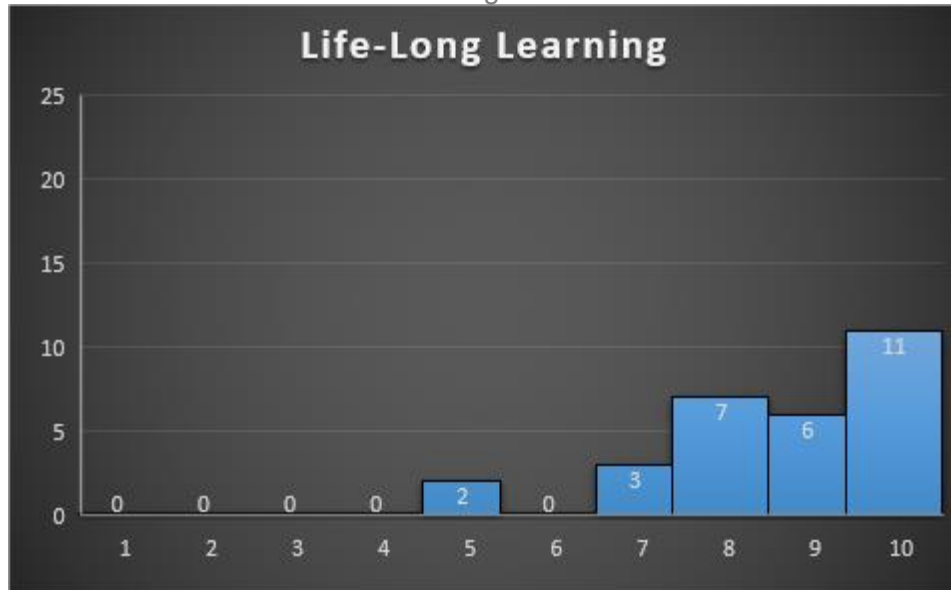
Average 8.6



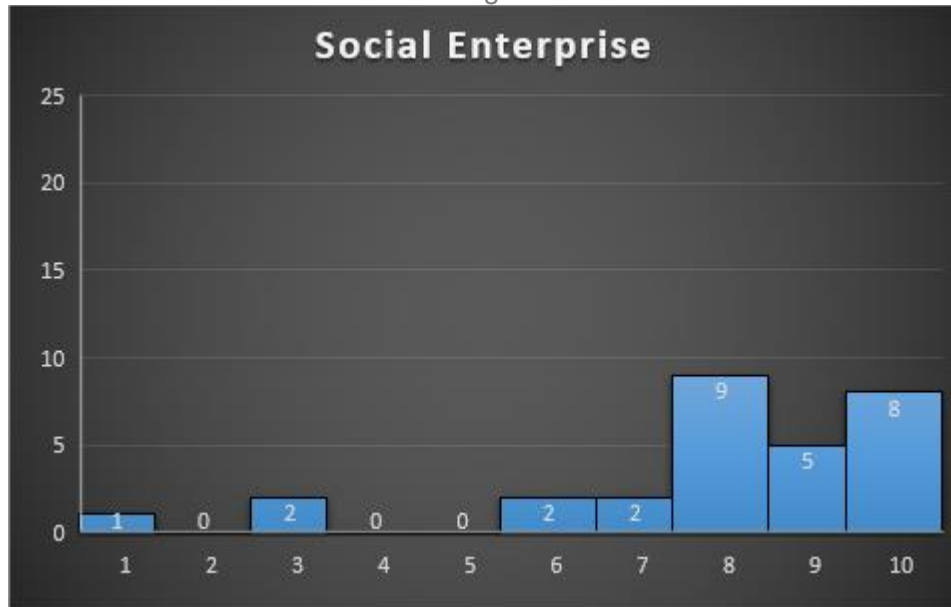
Average 8.4



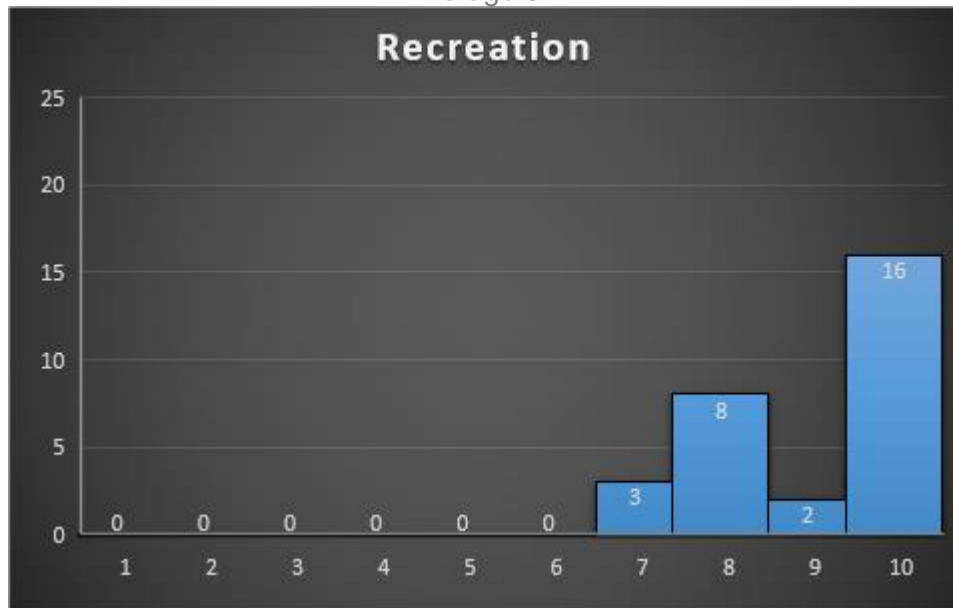
Average 8.7



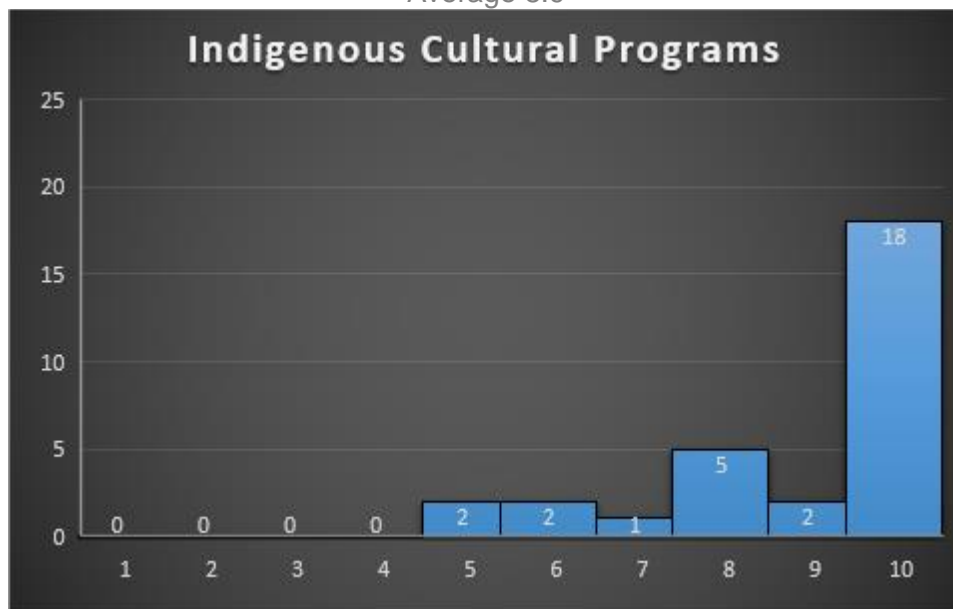
Average 7.9



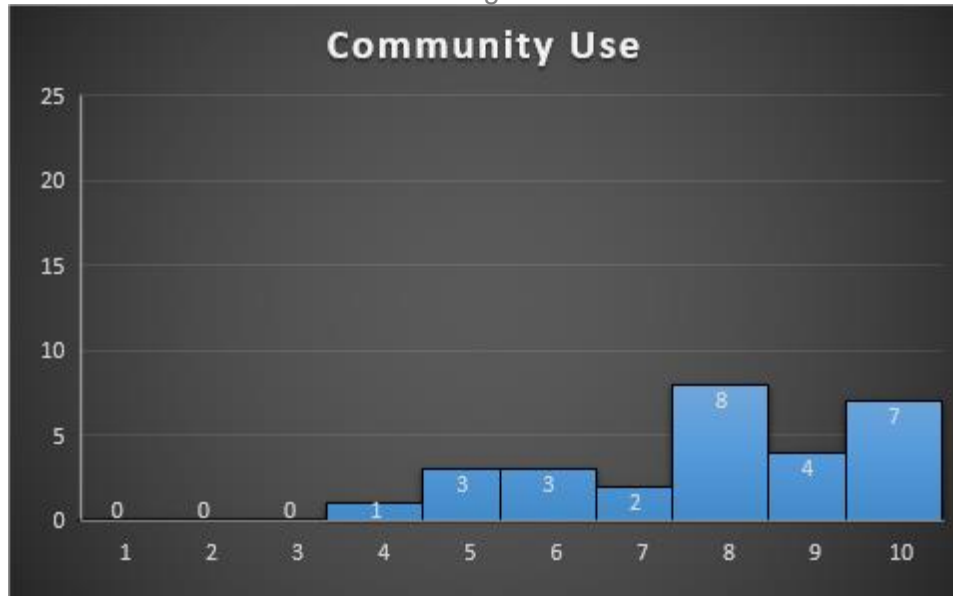
Average 9.1



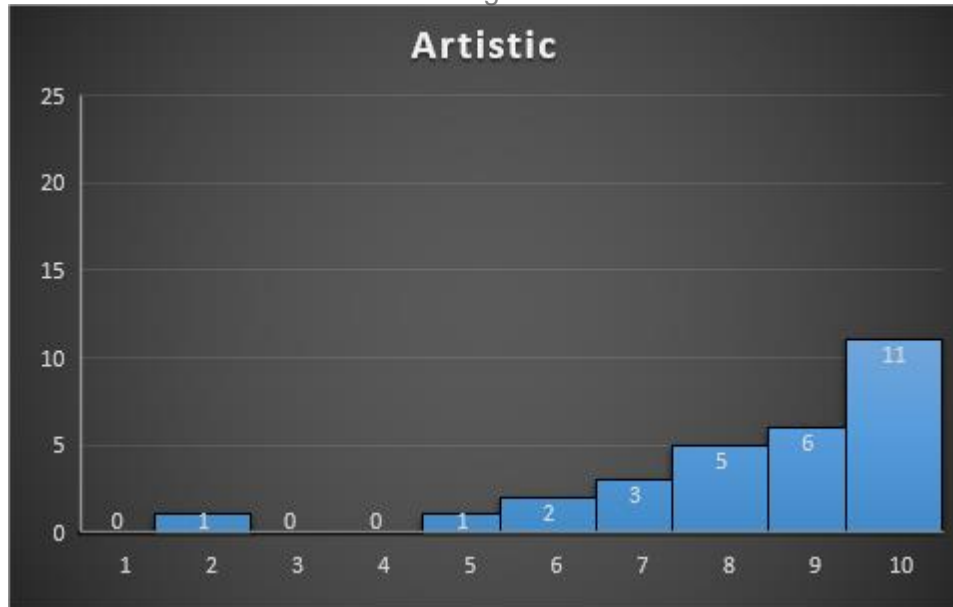
Average 8.9



Average 7.9

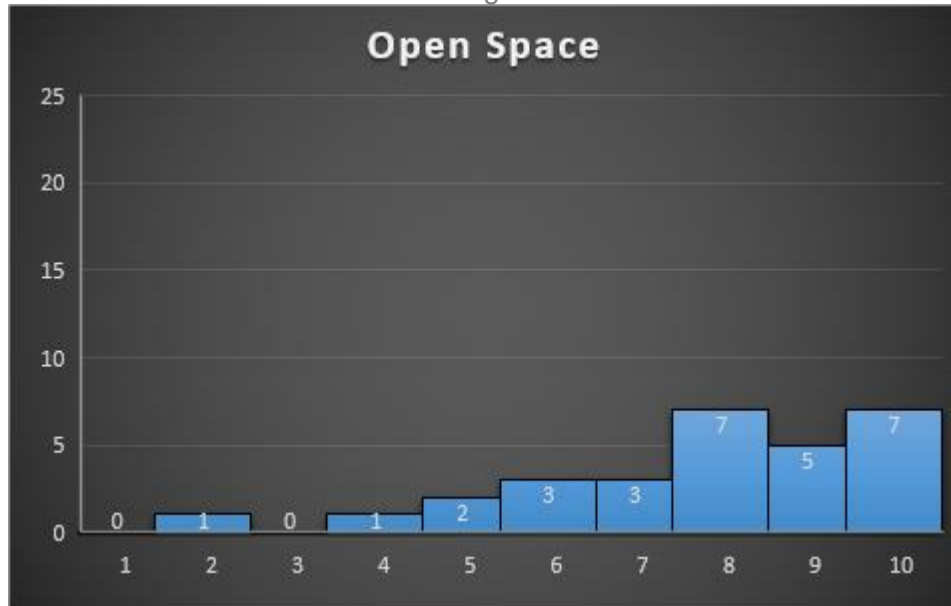


Average 8.4





Average 7.8



Please indicate the impact to your neighbourhood that the Rideau Community Hub will have in the following areas: (1=no impact 10=very high impact)

1 2 3 4 5 6 7 8 9 10  
 No Impact <-----> High Impact

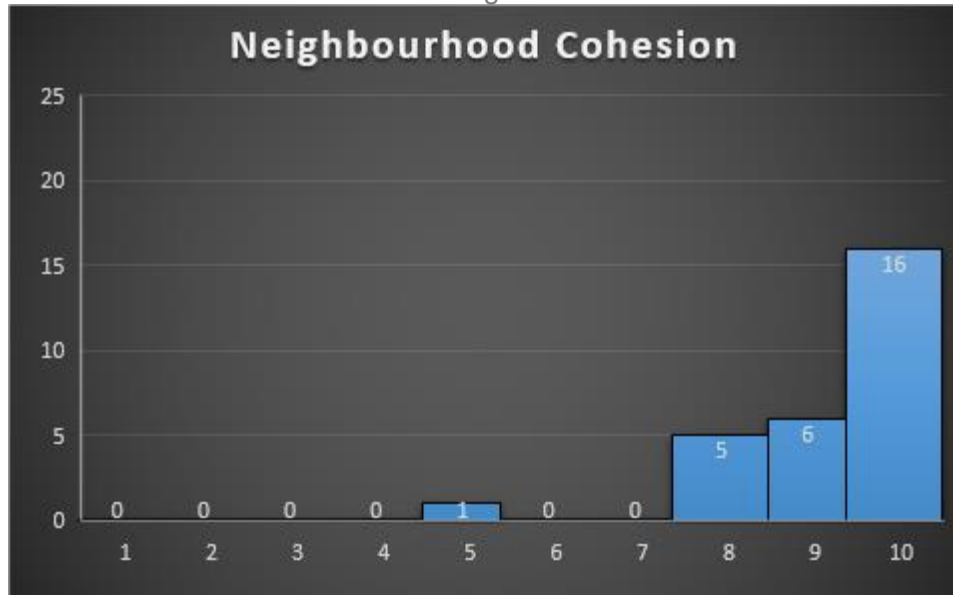
1	Neighbourhood safety	1-10
2	Neighbourhood cohesion/sense of belonging	1-10
3	Community health	1-10
4	Thriving youth	1-10
5	Cultural expression	1-10
6	Vibrant community	1-10
7	Economic opportunities	1-10

Once again the range between the high and low is small – the indication is that the community believes that Rideau Community Hub will have a strong positive impact. The area which received the lowest impact score is “economic opportunities” (8.0). With the “low” number being still being so high, we must still read “economic opportunities” as having a significant positive impact on the neighbourhood. The area which received the highest impact score is “neighbourhood cohesion” (9.3). This aligns with the stated goals of Rideau Community hub to provide a place that fosters a sense of belonging, so we can see that the hub partner organizations and the community are on the same page about the potential of the hub.

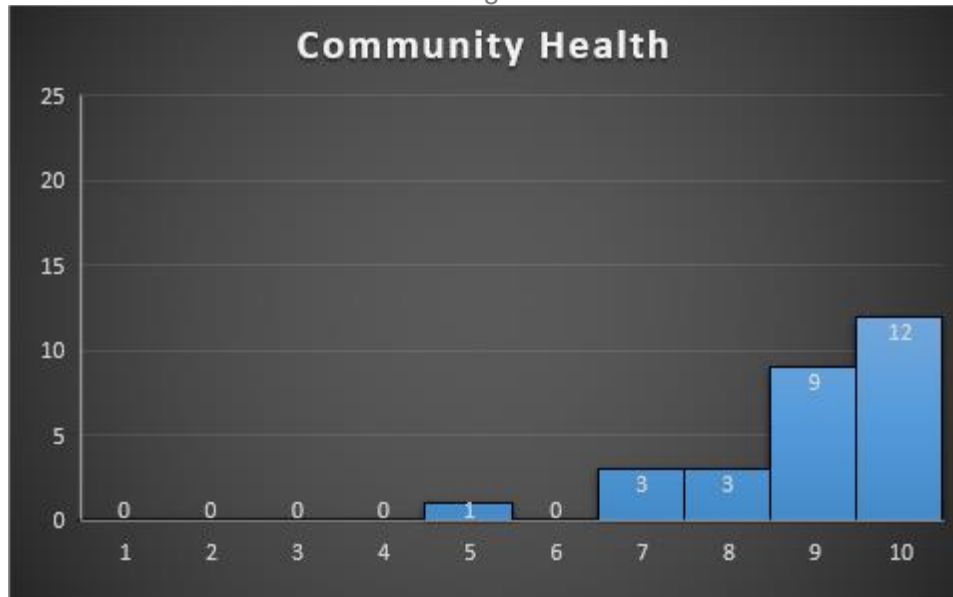
Average 8.2



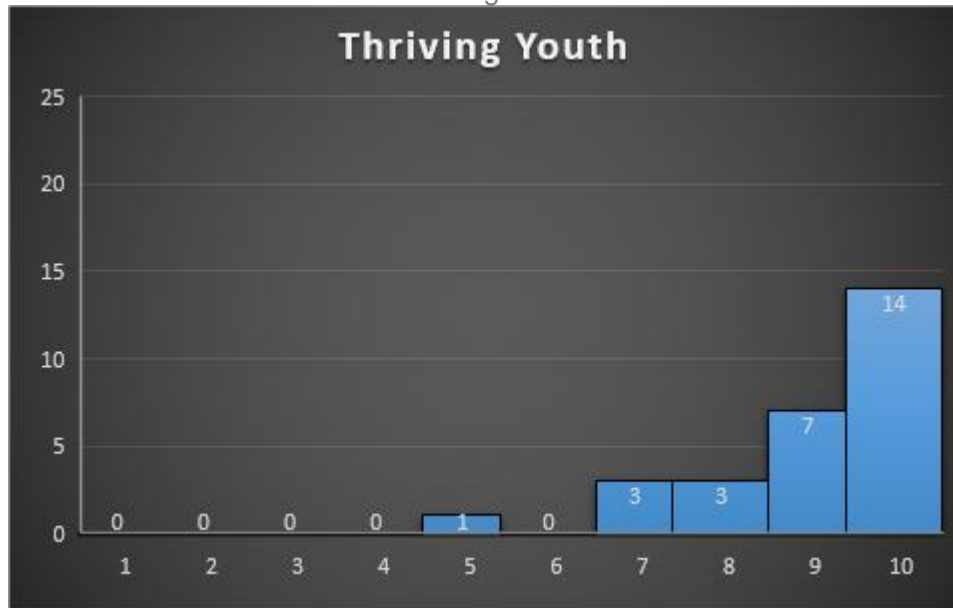
Average 9.3



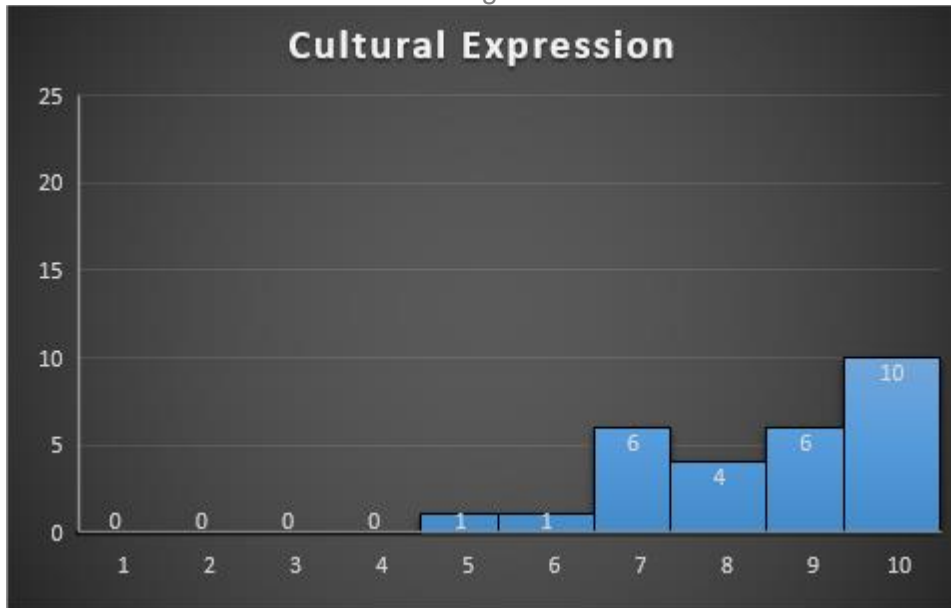
Average 9.0



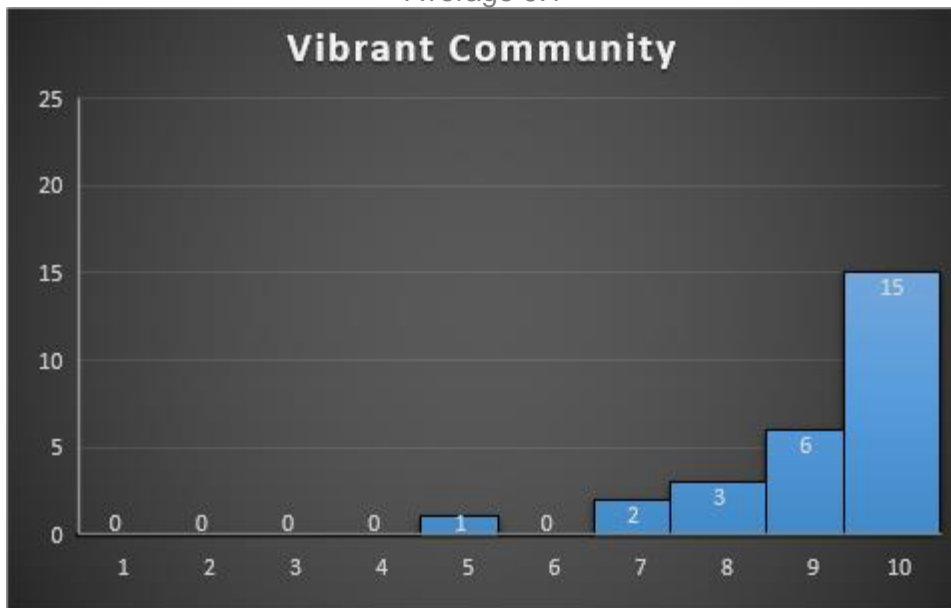
Average 9.0



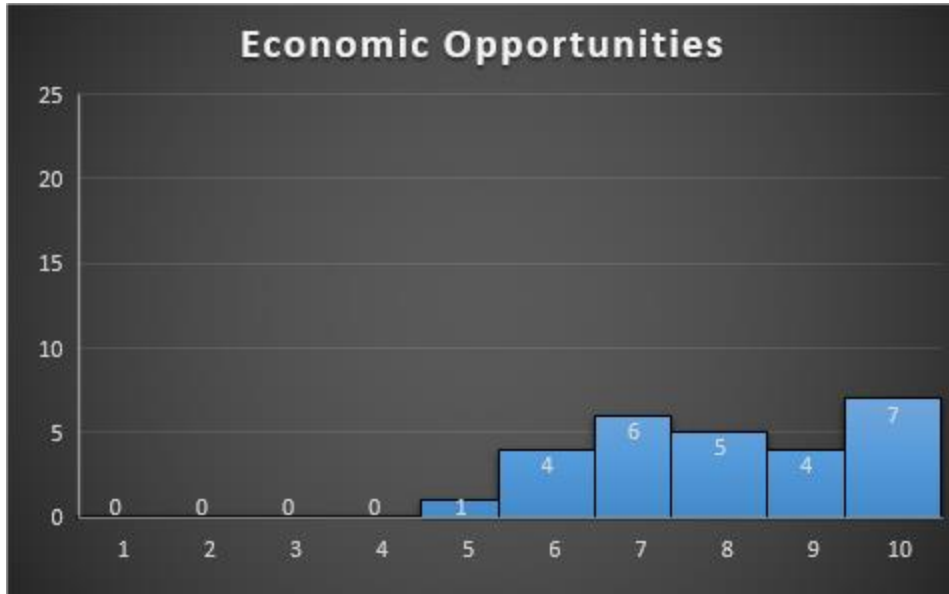
Average 8.5



Average 9.1



Average 8.0





# Vanier South-Overbrook Neighbourhood Revitalization Strategy



## Executive Summary

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.

The Neighbourhood Revitalization 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.

If you are interested in reviewing the full Neighbourhood Revitalization Strategy or have any comments, please email [bbrn@ottawa.ca](mailto:bbrn@ottawa.ca)

[ottawa.ca/BBRN](http://ottawa.ca/BBRN)

**ottawa.ca**  
3-1-1      
TTY/ATS 613-580-2401

**Neighbourhood Revitalization Strategy**

**Beginning of a vision for the neighbourhood**

**Action Plan**  
(Priorities/Objectives)

**Quick Wins**  
Immediate

**Short Term**  
1 to 2 years

**Medium Term**  
3 to 5 years

**Long Term**  
5 to 10 years

**Neighbourhood Revitalization Plan**  
(Includes most medium and long term actions and builds upon the vision for the neighbourhood)

The following list are actions proposed in the Neighbourhood Revitalization Strategy for Vanier South-Overbrook. The actions are separated into themes developed during the Consultation process.

### **Theme One: Prepare for Neighbourhood Changes**

- Action: Urban Design Principles for St. Laurent Boulevard
- Action: Establish new urban parkland sites
- Action: Remove barriers from establishing new Community Hubs
- Action: Promote the Ontario Renovates Program

### **Theme Two: Enhance Neighbourhood Connectivity**

- Action: Provide a connection to the McArthur Avenue cycling lanes at the east end
- Action: Provide a connection to the McArthur Avenue cycling lanes through Riverain Park (West End)
- Action: Complete feasibility study for cycling lanes on Donald Street
- Action: Add Bike Repair Stations in Riverain Park and near the Adawe Bridge
- Action: Partner with OC Transpo on their Bus Stop Accessibility Review
- Action: Provide Safer Roads Ottawa programming throughout the neighbourhood and during community events

### **Theme Three: Improve the Public Realm Along St. Laurent Boulevard**

- Action: Establish new urban parkland sites
- Action: Establish Privately-Owned Publicly Accessible Spaces (POPS) along St. Laurent Boulevard
- Action: Partner with Ottawa Community Housing (OCH) on a Community Capital Funding project

### **Theme Four: Enrich Natural Environment**

- Action: Establish new urban parkland sites
- Action: Partner with the Boys and Girls Club for the Power Hour Program
- Action: Partner with City's Healthy Kids Community Challenge program to provide a garden tower in the Vanier South-Overbrook neighbourhood
- Action: Partner with Ottawa Community Housing residents for a Community Capital Funding project

### **Theme Five: Targeted Neighbourhood Initiatives**

- Action: Partner with the City's Youth Summer Job Connect Program for resident youth
- Action: Partner with the Partnering for Success in Youth Employment Program
- Action: Support the development of a Community Hub at Rideau High School
- Action: Consider piloting a future Smart City initiative in this area
- Action: Assist in making connections for residents with the programs and services in their area



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. These goals will be included in a future Neighbourhood Revitalization Plan for Vanier South-Overbrook.

1

### **Theme One Goals: Prepare for Neighbourhood Changes**

- ✓ Urban design principles for St. Laurent Boulevard
- ✓ Local economic development opportunities for St. Laurent commercial corridor and small commercial nodes

2

### **Theme Two Goals: Enhance Neighbourhood Connectivity**

- ✓ Connectivity Study for the St. Laurent Station

3

### **Theme Three Goals: Improve the Public Realm along St. Laurent Boulevard**

- ✓ Complete Street Plan for St. Laurent Boulevard
- ✓ A traffic analysis of St. Laurent Boulevard to improve intersections

4

### **Theme Four Goals: Enrich the Natural Environment**

- ✓ A greenspace strategy

5

### **Theme Five Goals: Targeted Neighbourhood Initiatives**

- ✓ Partner with Ottawa Community Housing on redevelopment opportunities
- ✓ Master Plan for the St. Laurent commercial corridor

Building Better Revitalized Neighbourhoods

# Vanier South-Overbrook

## Consultation Report



# TABLE OF CONTENTS

<b>1. Introduction</b> .....	<b>3</b>
<b>2. Highlights of Consultation Process</b> .....	<b>3</b>
<b>3. Vanier South-Overbrook</b> .....	<b>4</b>
a. The People .....	4
b. The Place .....	6
<b>4. What we heard</b> .....	<b>8</b>
a. St. Laurent Corridor assets: .....	8
b. Top Priorities for St. Laurent Boulevard .....	8
<b>5. Guiding Principles and Themes</b> .....	<b>9</b>
a. Prepare for Neighbourhood Changes .....	9
b. Enhance Neighbourhood Connectivity .....	9
c. Improve the Public Realm along St. Laurent Blvd.....	10
d. Enrich the Natural Environment .....	10
e. Targeted Neighbourhood Initiatives .....	10
f. Next steps .....	11

# INTRODUCTION

This report provides a summary of the perspectives of residents, landowners, community associations and agencies in the Vanier South-Overbrook area about what is important for their community, now and in the future.

This information is intended to inform the development of a Neighbourhood Revitalization Strategy for the community which will identify service, program and infrastructure improvements as well as revitalization opportunities. It will help the community continue to grow as a place where residents can meet their everyday needs, participate in community life and succeed as well as attract new residents and businesses to the area.

## Highlights of Consultation Process



**148**

responses were received through the online survey

The online survey asked residents to specifically provide feedback on the St. Laurent commercial corridor and then rank the most important, major change that they would like to see in this area.

Over **280** people participated in the consultation process



**14**

meetings were held with community associations and residents, agencies, school boards and services providers

These meetings included both the area immediately around St. Laurent Boulevard and also were focused on the larger neighbourhood (area of interest) to collect feedback on the assets in the community, the needs of residents as well as the existing and upcoming programs and services.

## THANK YOU!

Special thanks goes to the many residents who took time to complete the online survey and 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.

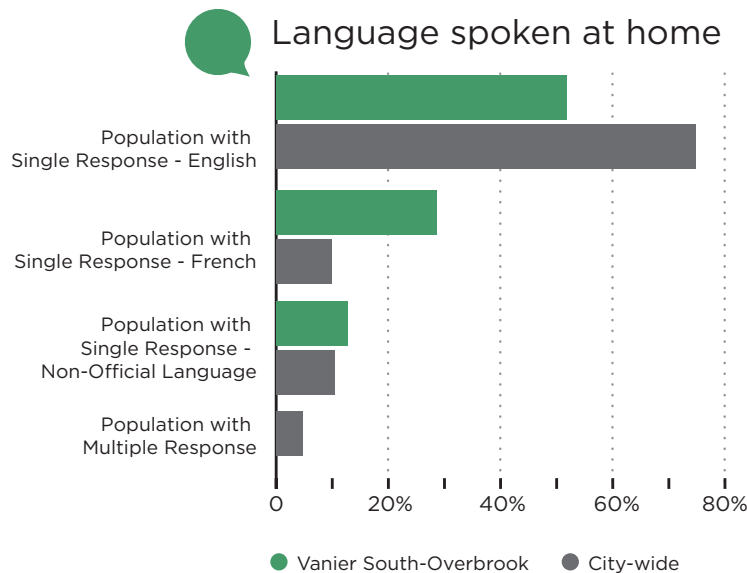
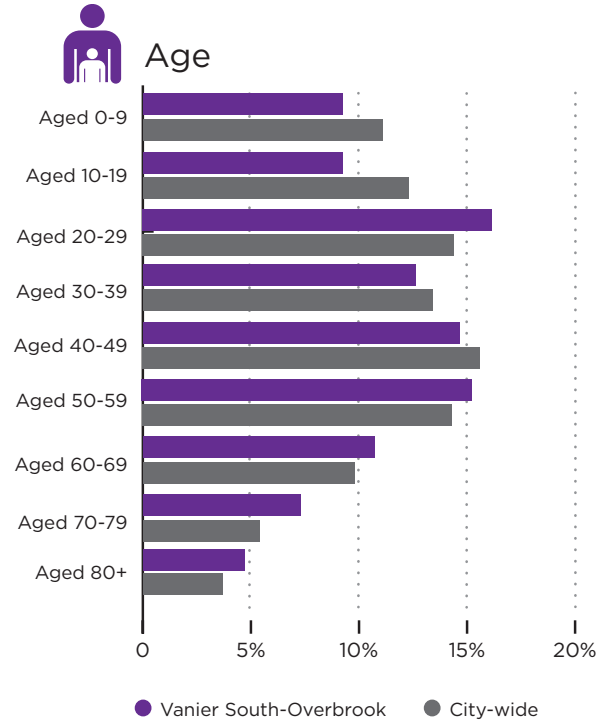
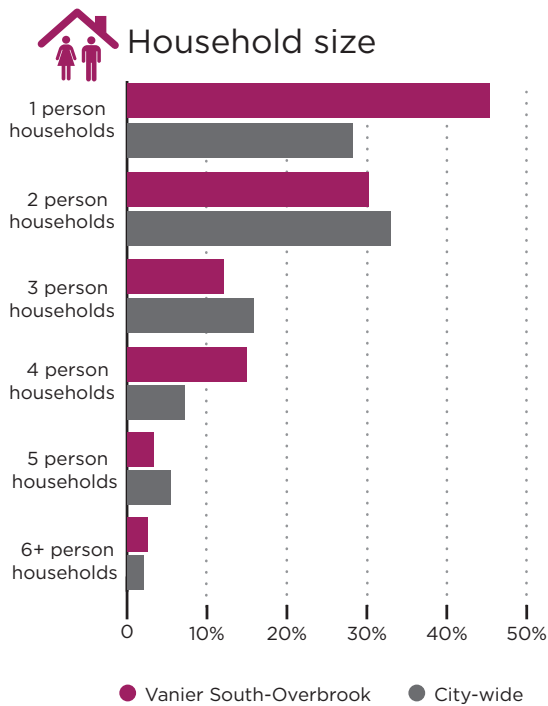
# VANIER SOUTH-OVERBROOK

The neighbourhood of Vanier South and Overbrook were one of the areas chosen for the Building Better Revitalized Neighbourhoods initiative.

## The People

### History:

This is a well-established area with most of the housing constructed prior to the 1960's and a large population of French speaking residents. Vanier South and Overbrook remain proud communities with many residents able to trace their family histories to the area's early days.



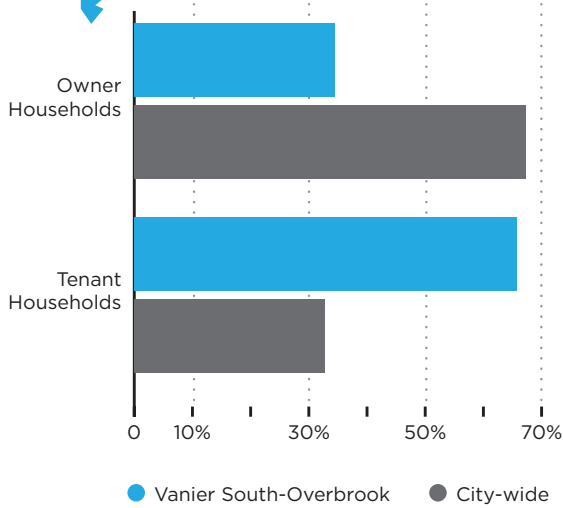
# VANIER SOUTH-OVERBROOK

## Tenure and Housing:

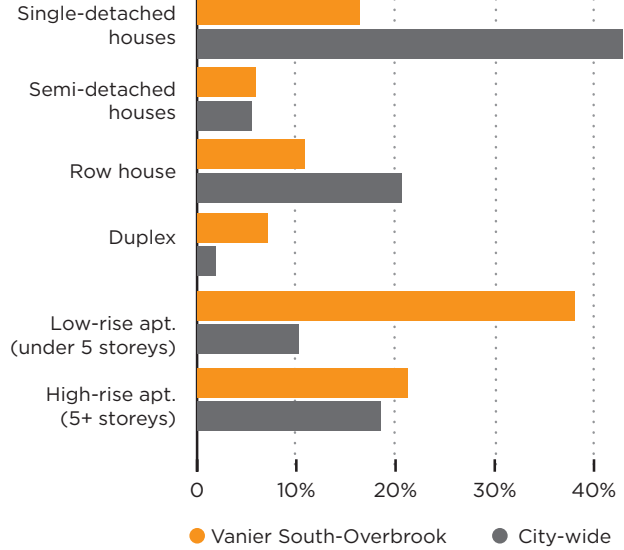
The range of housing types contributes to the diversity of the area while providing residents with affordable housing options at different stages throughout their lives.



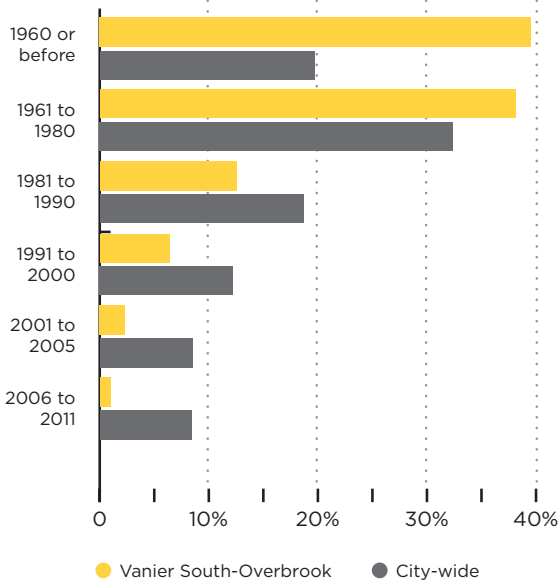
### Household tenure



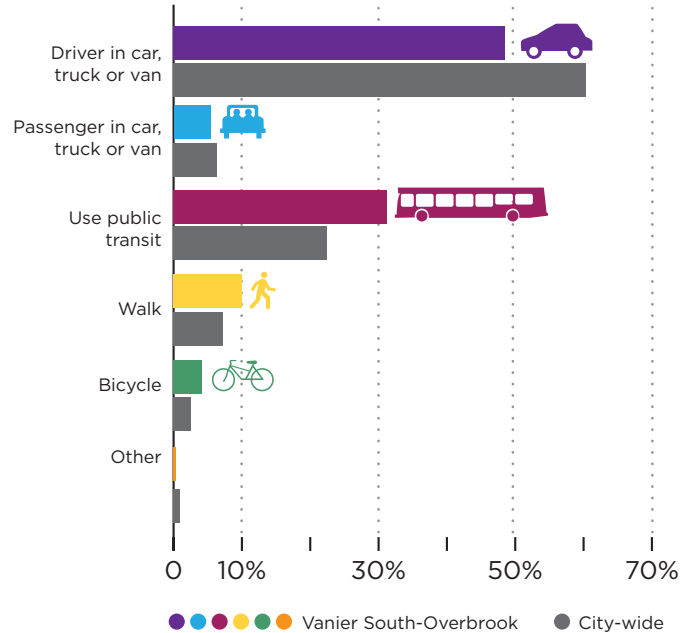
### Dwelling Type



### Dwelling Construction



### Mode of Transportation to Work



## Transportation options:

Active transportation is an important element for the community. Many residents commute to work on foot, by bike and use public transportation more than other residents in the City.

# VANIER SOUTH-OVERBROOK

## The Place

### Accessible to downtown:

Over time, as the meaning of downtown Ottawa evolves, this area's close proximity to downtown Ottawa is seen as an asset to residents. The recent addition of the Adawe Bridge crossing has opened up even greater access to downtown on foot or by bike.



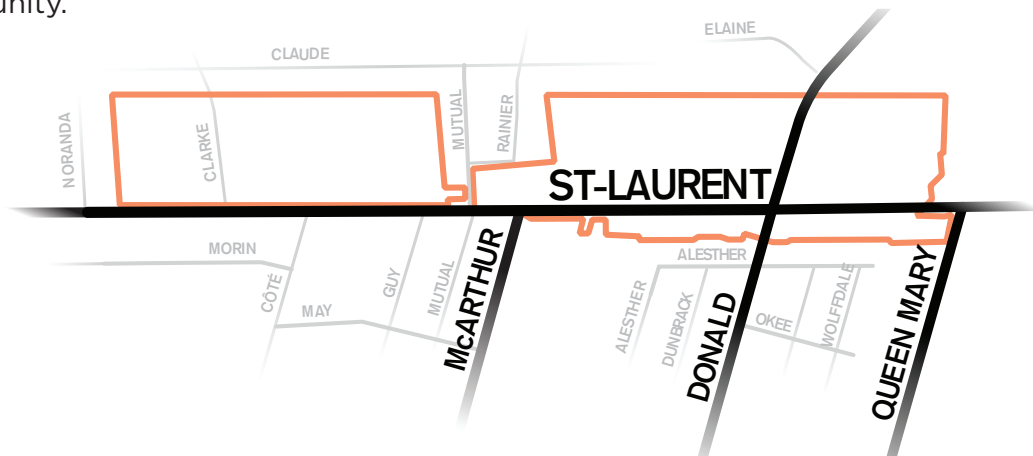
### Provides daily needs:

The St. Laurent Boulevard corridor is recognized by many residents as providing a range of daily shopping needs, a direct link to the St. Laurent Transit Station.



### Mainstreet potential:

Many residents see the potential for St. Laurent Boulevard to become a reimagined mainstreet for the community.



# VANIER SOUTH-OVERBROOK

## Local commercial nodes:

Residents have identified key areas, such as Overbrook's "Four Corners", where local commercial nodes are appreciated and supported.



## Parks and outdoor spaces:

Residents enjoy their parks, outdoor skating rink and basketball courts as well as the direct access to the Rideau River pathway and open space.



## Active transportation:

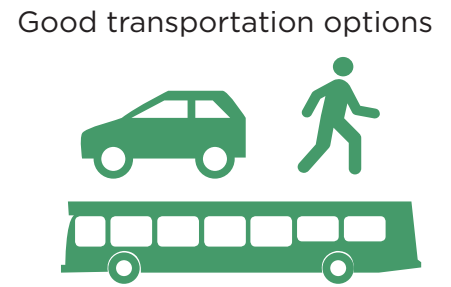
Residents value safe cycling routes and pedestrian networks to provide access to destinations such as the St. Laurent commercial corridor, transit station and to schools and parks.



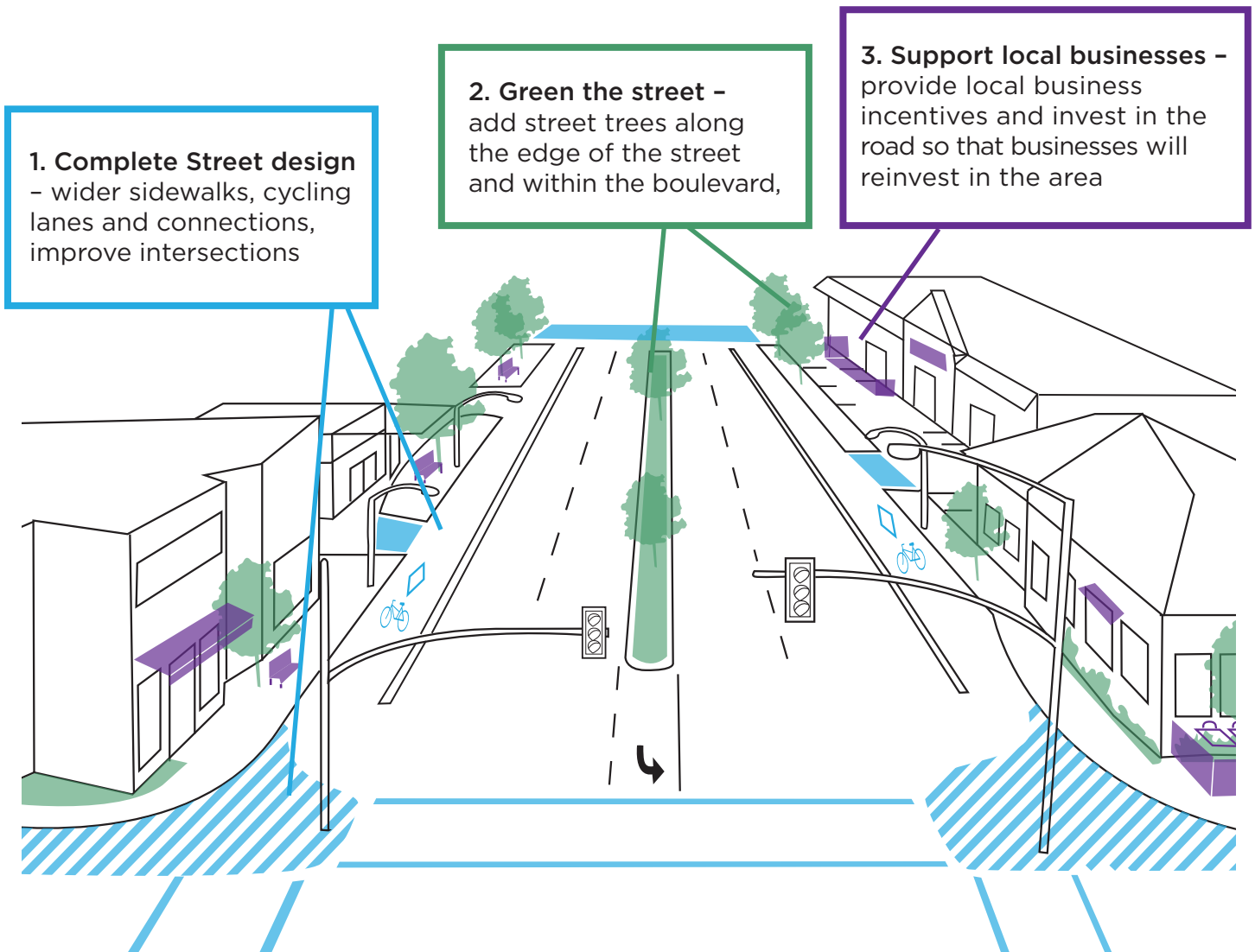


# WHAT WE HEARD

## St. Laurent Corridor assets:



## Top Priorities for St. Laurent Boulevard



# WHAT WE HEARD

## Guiding Principles and Themes

Feedback from the consultation mainly consisted of how any future changes to the neighbourhood should be done rather than what specifically should be done. The following are guiding principles and themes that reflect the feedback from the consultation.

### Prepare for Neighbourhood Changes

The effective design of our neighbourhoods is important to health and neighbourhood vitality. Redevelopment, land use decisions and economic development initiatives all offer opportunities for positive changes to the neighbourhood.



- Identify redevelopment opportunities with good urban design features and a mix of uses
- Assist with changes to private property, such as improvements to facades, change of uses
- Offer economic development incentives for businesses
- Identify opportunities for major change along the St. Laurent corridor

### Enhance Neighbourhood Connectivity

How we design neighbourhood connectivity has a significant impact on health of the daily lives of the public and the neighbourhood. Creating safe and accessible environments through all modes of transportation will ultimately yield positive results for the neighbourhood.

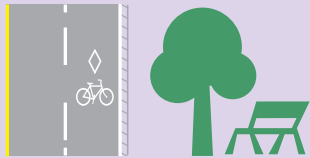


- Convenient and safe cycling lanes with better connectivity to existing routes
- Encourage the use of public transportation with improvements to bus shelters and better connections to the St. Laurent transit station
- Improve the pedestrian environment and walkability to key destinations
- Add more traffic calming measures on local streets

# WHAT WE HEARD

## Improve the Public Realm along St. Laurent Blvd

The public realm contributes greatly to the safety and strength of a neighbourhood. The public environment fundamentally and aesthetically affects interactions and impressions of the neighbourhood.



- Enhance the environment along St. Laurent Blvd with better streetscaping including street trees, street lighting, benches
- Improvements to the St. Laurent Blvd/Donald St. intersection
- Changes to St. Laurent Blvd including reducing the number of lanes, improving intersections

## Enrich the Natural Environment

The way we design natural environments is fundamental in determining the health, beauty and public realm of neighbourhoods. By preserving, connecting and creating new open and greenspaces, the area can prosper from the mitigation of negative health impacts, connectivity issues and offer more natural places for resident interaction.



- Encourage access to greenspace and public open space
- More parkland
- School site opportunities for greenspace
- Community garden opportunities

## Targeted Neighbourhood Initiatives

Targeted neighbourhood initiatives are ones that are either specific or targeted towards a specific site within the neighbourhood.





- Youth employment strategy
- Future of Rideau High School
- Better access to online services and programs by providing free WiFi in key locations
- Establish new partnerships with service agencies and organizations that provide programs and services in the neighbourhood such as advertising assistance for programs and partnering with housing providers when redevelopment occurs

## NEXT STEPS



The community consultation generated numerous meaningful responses to inform the Building Better Revitalized Neighbourhoods project for Vanier South-Overbrook. This feedback provides an understanding of the community's assets and direction for short and long term actions for the City and its partners to consider as part of the Neighbourhood Revitalization Strategy. Everyone who participated in this consultation process will be invited to provide feedback again when a draft of the Revitalization Strategy is available for comment in the Fall of 2017.

# BBRN / CMQR Phase 2 - VANIER SOUTH - OVERBROOK / VANIER-SUD - OVERBROOK

-  Area of Focus / Secteur cible
-  Area of Interest / Secteur d'intérêt



0 125 250 500 Meters / Mètres

Produced by Planning, Infrastructure and Economic Development Department, GIS and Data Management Unit  
Produit par le Service de la planification, de l'infrastructure et du développement, Unité de SIG et Gestion des données



Lundi, 16 octobre 2017

Au Centre de ressources communautaires Rideau-Rockcliffe

Nous sommes une collaborative d'artistes francophone de Vanier et nous nous présentons à participer au carrefour communautaire de l'école secondaire de Rideau. Nous cherchons non seulement un espace d'atelier mais cherchons également à promouvoir et engendrer une participation artistique et culturelle au sein de notre communauté. Vanier a une riche présence francophone depuis la création de la ville Bytowne. Aujourd'hui, ce quartier en particulier connaît une richesse de diversité avec des nouveaux arrivés, des familles, col-bleus ainsi que de gens à faible revenus et des professionnels. Nous voulons créer un espace où tous et toutes sont bienvenus à en faire la découverte. Ceci serait une première pour notre communauté

Nous avons approché le Conseil des Arts d'Ottawa qui a reconnu la valeur de participer à cet effort en collaboration avec les autres partenaires cibles du carrefour. Le Conseil a fait d'amples recherches à travers le pays et a découvert la grande réussite de projets semblables. Le Conseil a conclu qu'une participation active de leur part était de rigueur. Le Conseil reconnaît la création d'un centre culturel, polyvalent d'expression artistique comble une lacune dans cette région de la ville.

Nous avons hâte de s'installer dans ce carrefour et d'accueillir la communauté en promouvant l'excellence artistique avec techniques innovateurs, engendrant l'idée que tout est possible.

Veillez agréer mes salutations distinguées,

Dominique Boivin

Présidente

Coopérative d'artistes francophone de Vanier



*President, Peter Lewis*  
**Vice-president, Brian Dickson**  
**Angelica Bolitho, Treasurer**  
**Marilyn Venner, Secretary**  
*Aly Abdulla*  
*Chris Barker*

*Michele Collum Hayman*  
*Susan d'Aquino*  
*Jane Dobell*  
*Russell Gibson*  
*Joan Kellett*  
*Alexander Macklin*

*Claire Ouseley*  
*Claire Schofield*  
*Gouhar Shemdin*  
*Imbaw Storer*  
*Brad Sweeney*  
*Nicolas Temnikov*

---

Mailing address 380-A Springfield Road, Rockcliffe Park, Ontario K1M 0K7

October 31, 2017

Lauren Touchant, Co-ordinator,  
Rideau Rockcliffe Community Resource Centre  
225 Donald St.  
Ottawa ON K1K 4B7

Dear Lauren,

This letter is to show the support of the Board of Directors, Rockcliffe Park Residents Association, for your Centre's efforts to develop a Community Hub in the former Rideau High School building. The building is currently empty. Until recently it provided a needed building and services to a large community and specifically to local youth. The proposed hub would help to assuage the loss of this high school for the community and would contribute to rebuilding and strengthening the community support in the eastern part of Ottawa. According to a recent survey, the area needs a wide range of services and programs - recreation, arts, social services, food security.

We also note that the closing of the Service Ontario office on St Laurent Blvd has been a significant loss to the community, particularly among the more vulnerable members who may rely on public transportation. The Rideau High School building would be an ideal site to re introduce this service back into the community.

We hope your proposal will be accepted.

Sincerely,

Peter Lewis, President

Cc. Tobi Nussbaum, Councillor