



Meeting of the Board of Directors Tuesday, January 28, 2024  
6:30 pm – 8:30 pm (in-person and virtual)

**Present:** Louise Lapointe (Chair), Calla Barnett (Vice-Chair), Fernando Melo, Marilyn Whitaker, Jerry Sabin (Secretary), Kendra Eyben, Michael Barnes, Megan Reilkoff (Treasurer), Bryan Dewalt

**Regrets:** Glenn Grignon and Jessica Silburt.

**Guests:** There were fifteen guests.

### **1. Review and approval of agenda**

Motion to approve the agenda.

Moved by Michael. Seconded by Bryan. **Carried.**

### **3. Approval of minutes**

Motion to approve the minutes.

Moved by Michael. Seconded by Bryan. **Carried.**

### **4. Word from the Chair**

The Chair met with the City of Ottawa's Chief Medical Health Officer, Dr. Vera Etches, Councillor Plante, and Councillor Marty Carr (Ward 18 Alta Vista). They discussed the opioid crisis and the challenges facing downtown neighbourhoods. It was a very productive meeting.

The Chair also introduced the new Ottawa Police Service Community Relations Officer, Constable James Kennedy. Constable Paul Stam is working on setting up the new community policing site at the Rideau Centre.

### **5. ISKCON Ottawa Hare Krishna Temple**

Temple leadership presented plans to renovate their space on Somerset Street East. They provided the Board with an overview of their activities, including Govinda's restaurant and community outreach efforts. They have scheduled their next community street festival for July 27, 2024.

## **6. Rideau/Wurtemberg Mural Project**

The Board heard about efforts by nearby residents of 610 Rideau Street to beautify the corner of Rideau and Wurtemberg. They propose a mural on the side of the strip mall. They have an artist's sketch, but have a \$4400 shortfall to fund the project. The Councillor's staff will share links to city funds. The Chair said ASH could share any fundraising activities through the newsletter. The Vice-Chair also offered to connect with the residents about fundraising strategies.

## **7. Word from the Member of Provincial Parliament**

The Board heard from the MPP, Lucille Collard. She provided an overview of her work at Queen's Park and in the constituency. She reiterated her openness and interest in meeting with community members.

The Chair thanked Mme Collard for her work on the provincial Consumption and Treatment Services review. Michael asked about school funding at Viscount Alexander and the school's current capacity.

## **8. Word from the Councillor**

The Councillor is working to address problematic addresses (i.e. frequent 311 calls, bylaw infractions, police/ambulance calls). Many of these issues are the responsibility of the province (i.e. building code, etc.). She wants to make sure that property owners are held accountable for their properties.

The Councillor enjoyed the Winter Festival. She served over 200 cups of hot chocolate. Thanked the volunteers and Action Sandy Hill for their work.

The Councillor would like to hear from residents about snow clearing. Please reach out to her office if you see anything, so she can work with the City to align resources. The Secretary mentioned the sidewalks on Nelson Street not being cleared for several days after storms and people walking on the street.

The Councillor is working to have the speed limit changed to 40 km/h on Rideau Street and Montreal Road. The City had its highest number of pedestrian casualties last year.

The Youville Centre is seeking new members to join its Board of Directors.

The Councillor has help to organize free basketball in the gym at Viscount Alexander. It will be on four days a week. Kids can sign in and it is supervised. It is very low barrier and free.

Finally, the Councillor is considering merging events for a community weekend during Panda. Saturday garage sale/food truck festival; Sunday panda game. Please let the

Councillor know what you think. The Chair suggested putting a survey in the ASH newsletter about this and in Image.

Bryan asked the Councillor about rats in the Sandy Hill. Is this City looking at this? Solid waste management. Is collection every two weeks the problem? Councillor to share rat mitigation strategy with the Board. Bryan asked about mandating garbage containers. There was a vigorous discussion of diversion, garbage collection, and recycling.

## 9. Committee reports

### *Treasurer's report*

TREASURER'S REPORT – November 2023 (as at November 30, 2023)

Chequing account		\$ 7,506.58
Investments	→ GIC #1 (Homestead funds)	\$27,920.95
	→ GIC #2	<u>\$20,000.00</u>
Total		<u>\$55,427.53</u>

TREASURER'S REPORT – December 2023 (as at December 31, 2023)

Chequing account		\$11,453.97 *
Investments	→ GIC #1 (Homestead funds)	\$28,547.48
	→ GIC #2	<u>\$20,929.18</u>
Total		<u>\$60,930.63 *</u>

*Note:* December chequing account balance is significantly higher than November's as it includes book sale funds, donations to the winter carnival and our 1st rink instalment from the City.

Motion to adopt.

Moved by Calla. Seconded by Marilyn. **Carried.**

Motion to dedicate the 2023 One and Only Funds to a mural on Wurtemberg between Rideau and Besserer. Details on whether it is direct or matching via email.

Moved by Calla. Seconded by Marilyn. **Carried.**

### *Community and Social Services Committee*

Motion to Approve the Priorities Proposed by the Community and Social Services Committee.

WHEREAS the Community and Social Services Committee (CSSC) held its first meeting on Saturday January 20, 2024;

and WHEREAS during the ASH strategic planning session the Board of Directors requested that committees develop position statements within their scope of mandate;

and WHEREAS the CSSC's mandate includes a number of interrelated matters that need to be addressed separately;

and WHEREAS the CSSC has discussed these matters length and believe that the most effective and efficient way forward will be to develop position statements on the following:

- City of Ottawa Responsibilities
- Deconcentration of Services (review and update)
- Garbage/Waste Management
- Safer Supply
- CTSs and Treatment
- Housing
- Community Wellness

and WHEREAS sound reasoning has been provided to the ASH Board of Directors in advance of this motion (appended below).

BE IT RESOLVED THAT the Action Sandy Hill Board of Directors approves the list of priorities proposed by the Community and Social Services Committee.

Moved by Fernando. Seconded by Marilyn. **Carried.**

## **11. Adjournment**

Motion to adjourn. **Carried.**

## **Appendix A**

### *Committee Reports*

#### Environment Committee Report to January 29/24 ASH Board Meeting

Since November, the Environment committee has met twice: on December 15/23; and January 15/24.

EcoFair 2024: EcoFair planning for June 1/24 is underway. Because exhibitors are responsible for providing their own tables and shelters, and in the interest of presenting low barriers to participation by non-profits, community organizations and small businesses, the committee decided to set a fee of \$20 for any exhibitor selling products or promoting products for sale, and other exhibitors would pay no fee. Groups contacted last year were sent “Save the Date” messages to make them aware of the 2024 fair. Committee members are following up with potential exhibitors. Activities such as guided walks are being developed. More information about food regulations and potential food suppliers are being sought.

Rideau River Riparian Forest Biodiversity Project An update was given on this project which received city grant funding three years ago and is at the “monitor and maintain” stage. The city forestry department will be asked about their commitment to plant trees at the Japanese knotweed control sites.

Tree Inventory and Canopy: Committee members have been looking at ways that an inventory of the tree canopy in Sandy Hill can be prepared given available resources. In December, Bryan reported that he had completed and circulated assessments of the City of Ottawa Tree Inventory and the NCC Tree Canopy Assessment, which are available through GeoOttawa. More detailed information on another neighbourhood’s assessment methodology is being sought.

Replace the Grass: At the December meeting, a proposal (see attached) was presented and agreed to by committee members that a “Replace the Grass” initiative be undertaken. This is in keeping with the city’s recently revised by-laws. It encourages homeowners and tenants to replace their lawns with a variety of trees, shrubs, and other plants, including native plants. As part of this, winter sowing of native wildflowers seeds has been launched with a good response from residents to the notice in the ASH Newsletter and more information will be available at the up-coming Winter Carnival. More activities are planned, including native plant sales at the EcoFair. Another related project was discussed as well at the January meeting .

St. Albans: A Zoom meeting and email exchanges took place with Rev. Garner. He is reflecting on budgets, space and other challenges for what might be feasible in the coming months.

Mini-forests: Some information was circulated about the new project at York Street Public School and possibilities for similar projects elsewhere raised.

CAFES: There were several meetings in December, including a Tree and Zoning group which is working on a report to the City as the results of the Zoning By-law Discussions Papers are brought forward by city staff. Marilyn reached out to several academics for information which is being reflected in the next draft paper.

## **Community and Social Services Committee (CSSC) Report: January 2024**

### **1. CSSC meetings have begun**

The first CSSC meeting took place on January 20, 2024, from 1 p.m. to 3 p.m. in person. At the request of some committee members, they will be held in person moving forward, until such a time as an acceptable location for hybrid meetings is found. They will be held on a monthly basis. The next meeting will take place on February 15 at 6:30 p.m. in the common room at 140 Mann Ave.

### **2. Update from January 20, 2024, CSSC meeting**

The CSSC Committee has set a standard agenda and standard operating procedure. The secretary will be on a rotating basis. Committee meetings will consist of the following standing items:

1. CSSC Chair Updates
2. Community Liaison Committee Updates
3. Action Items
4. Items for Discussion
5. Varia
6. Next Meeting
7. Adjournment

Other items will be added to the agenda as they arise. Meeting notes will be appended to the Committee Report to the Board. Any updates provided at meetings will be available in the CSSC Report and/or in the appended meeting notes.

*Meeting Notes from this meeting are in Appendix A.*

The CSSC determined that the following subjects fall within its mandate, and it will develop or revise position statements to propose to the ASH Board. The following list of priorities will be submitted to the Board for approval, in order:

1. City of Ottawa Responsibilities
2. Deconcentration of Services (review and update)
3. Garbage/Waste Management
4. Safer Supply
5. CTSs and Treatment
6. Housing
7. Community Wellness

The CSSC will begin work on drafting position statements based on this list of priorities. The information about how decisions were made related to prioritizing are in the CSSC meeting notes (Appendix A)

### **3. Delegations at the City of Ottawa**

### **3.1 Ottawa Police Services Board (OPSB)**

The Chair delegated to the OPSB on November 27, 2023, to highlight ongoing concerns related to emergency dispatch and the lack of protection for residents, businesses, front line services, people suffering from homelessness, people who use drugs and other services in North Sandy Hill, alongside two other members of the CSSC, Keith Nuthall and Anya Fraser.

The outcome was that the Chair received an invitation from Councillor Carr to meet with her and Councillor Plante. Councillor Carr is the only City Councillor who sits on the Board of Public Health, the Ottawa Police Services Board and the Community Services Committee, which are the three spots where the Chair consistently delegates to the City to highlight the different aspects of the impact of the toxic drug supply and the concentration of services in North Sandy Hill. The meeting with Councillor Carr took place on January 20 at 6 p.m.

Here is the link to the Ottawa Police Services Board, which took place on November 27: [Ottawa Police Services Board Public Meeting Agenda 94 - November 27, 2023 - YouTube](#)

There are five delegations, three of which are from Sandy Hill and all are on this committee (though the other two residents did not *represent* this committee) they start at 4 min. 25 sec.

Keith is at 16 min. 45 sec.

The Chair is at 27 min. 49 sec.

Anya is at 34 min. 32 sec.

### **3.2 Community Services Committee**

The Chair delegated at the City of Ottawa Community Services Committee on November 28, 2023. She highlighted the CORE Team grant application that was submitted to the federal government on behalf of the Community Liaison Committee. She highlighted some of the issues with the way the City has been treating community stakeholders and residents and addressed concerns about the Block Leaders program proposed by Ottawa Inner City Health. She then made the following requests of the Community Services Committee:

1. Increase funding for the City's Community Engagement Team so they can operate 24 hours a day, 7 days a week.
2. Require all front-line services – day programs, abstinence-based shelters, consumption and treatment sites, low barrier shelters, etc. to include a Community Outreach component in their funding agreements. And FUND that outreach.
3. Require City staff to consult with community associations, residents, businesses and PWLE.
4. Stop supporting programs that have not included the wider community in the development of that program.



In terms of outcomes, Councillor Carr reiterated her desire to meet with the Chair and Councillor Plante.

Here is a link to the full video of the Community Services Committee meeting: [Community Services Committee - Tuesday, November 28, 2023 - YouTube](#)

There were 20 delegations, and some of them were very interesting. They start at 39 min. 36 sec. It was a very long meeting. Two delegations are from Sandy Hill and Peter Tilley, the Executive Director of the Mission, delegated as well. His delegation follows the Chair's. The other resident delegation is also a member of this committee (but did not *represent* it technically), and there were some delegations from Vanier.

The Chair was the eighth delegate at 2 h 33 min 04 sec  
Anya was 17th, and her delegation was at 4 h 31 min. 45 sec.

Councillor Plante is a Community Services Committee member. She asked some interesting questions about decision-making related to shelter funding. You can see that at 6 h 20 min. 53 sec.

### **3.3 Planning and Housing Committee**

The Chair chose not to delegate at the Planning and Housing Committee that occurred on November 29, 2023, due to lack of time. Furthermore, moving forward, any delegations from CSSC to this committee will need to be collaborative with the Heritage Committee. That committee is well-versed on how Planning and Housing functions.

### **3.4 Upcoming City of Ottawa Meetings**

[eSCRIBE Published Meetings \(escribemeetings.com\)](https://www.escribemeetings.com)

Emergency Preparedness and Protective Services Committee: Feb. 15, 9:30 a.m.

Note: This committee has not previously featured on this list; however, it is important for some of the issues that we face in Sandy Hill. They are responsible for oversight of Bylaw and EMS, among other things and there will be opportunities for us to delegate. There was a tentative meeting schedule on January 18, 2024; however, it was cancelled.

Environment and Climate Change Committee: Feb. 20, 9:30 a.m.

Note: This committee has not previously featured on this list; however, it is important for some issues we face in Sandy Hill. They are responsible for oversight of solid waste management, which has been a recent issue and there will be opportunities for us to delegate.

Ottawa Police Services Board: Feb. 26 at 4 p.m.

City Council: Feb. 7 10 a.m., and Feb. 21 10 a.m.

Board of Health: Feb. 12 5 p.m.

Community Services Committee: Feb. 27, 9:30 a.m.

#### **4. Community Liaison Committee Updates**

These past two months, the CSSC Chair has attended 1 Community Liaison Committee meetings in person.

##### **4.1 Administration**

- Two people put their names forward to act as Co-Chair of the SHCLC. Each of them were given the opportunity to speak about who they are, why they want to co-chair and what experience they bring to the table at the January 16, 2024, meeting.
- The new Co-Chairs of the SHCLC were acclaimed. Their names are David Hajesz and Rev. Michael Garner. David sits on the committee as a business representative as he is an affordable housing landlord in the area. He is also a Sandy Hill resident. Michael is an Anglican Priest and leads the parish at St. Alban's Church. He is also a public health expert (epidemiology) and is experienced in community-based leadership.
- The new Co-Chairs will work with the planning committee to fill the vacancies that their new roles will leave and next steps.
- The external facilitators will be working with the Co-Chairs to provide them with some community facilitation insights.
- The planning committee is: Calla Barnett (ASH), Wendy Stewart (Oasis), Gerald Dragon (SHCHC) and Kent Hugh (City of Ottawa).
- the SHCLC continues to work on action planning related to strategic priorities and planning.

##### **4.2 Actions**

- SHCLC has not yet heard from Health Canada with regard to the application for federal SUAP funding for the proposed CORE Team.
- Synapcity, Civics Booth Camp [Civics Boot Camp - Synapcity](#)

Through consensus building via email with the SHCLC, two proposed case studies were submitted to the Board of Synapcity for consideration:

- Good Neighbour Commitment (submitted by Oasis with SHCLC support)
- Strategic Priorities (submitted by SHCLC)

The case studies are available in the appendices, along with the supporting documents.

- Good Neighbour Commitment: Appendix B

- Strategic Priorities: Appendix C
- Extended Background: Appendix D
- Public Membership List from Oct. 2023 Appendix E
- SHCLC Terms of Reference: Appendix F
- Priorities List: Appendix G

A Synapcity representative, Nick Hebb, attended the SHCLC meeting on January 16, 2024, to explain the following process:

- On Week 2 of the six-week course, a representative will need to attend for each accepted case study to answer questions from students (February 6, 2024).
- The students will be divided into groups of 5 to work on the case study.
- The Board considered the requests separately, one for Oasis and other service providers (Good Neighbour Commitment) and one for the SHCLC (Strategic Priorities).
- The students may have questions and will need a contact email for each of the case studies and a designated person for communication.
- At the end of the six weeks, the students will graduate and present their work. All members of the SHCLC are invited to attend.

As a consensus-based, community committee, SHCLC does not appoint individual decision makers. In response to these requirements and understandings, 2 workings were created (one for each case study). Those working groups will oversee each of the case studies. In order to respond to the needs of the students as well as the needs of the SHCLC, a compromise was reached with Synapcity, so the working groups will nominate *two* members to attend the February 6 meeting.

**Strategic Priorities Working Group:**

Calla (ASH)  
 Gerald (SHCHC)  
 Wendy (SHCHC)  
 Sheila (PWLLE)  
 Rachel (Belong Ottawa/Centre 454)  
 David H. (Resident/Landlord)  
 Courtney (Resident, Observer)

**Good Neighbour Commitment Working Group:**

Wendy (Oasis)  
 Anya (Resident)  
 David M. (Resident)  
 Sandra (LCA)

Paul (OPS)  
Kent (City of Ottawa, CSSD)

The Strategic Priorities Working Group met on January 25, 2024. The group fleshed out ideas, concerns, and questions related to the case study and concluded that their ultimate goal was a suggested pathway forward from actioning the strategic priorities based on timelines, intervention requirements and level of intervention. They chose Calla, David H. and Gerald to represent them on February 6. They will handle any questions throughout the course by providing the students with Calla's email address. She has volunteered to circulate the email with a 24-hour turn around time. If responses are not received by the committee within that 24-hour period, or only some committee members respond, Calla is authorized to answer with the input she has received.

The Good Neighbour Commitment Working Group will meet on February 2 to have a similar discussion.

The WG representatives who attend the February 6 class will report back to the WGs and the SHCLC.

It is important to note that the results of this work are not binding. They will be provided to the SHCLC for consideration. There are benefits and drawbacks to having external actors take on this work, so we will see what the outcome is. The great hope is that the SHCLC will be able to move forward in their work more quickly as a result.

### **5. Meetings with Dr. Vera Etches**

Following the delegations of residents and service providers at the Board of Health meeting on November 6, 2023, Dr. Vera Etches, the leader of Ottawa Public Health and Chief Medical Officer reached out to the ASH Chair, Louise Lapointe, the LCA Chair, Sylvie Bigras, and the Chair of the ASH CSSC, Calla Barnett, to schedule a meeting to discuss community concerns with the overdoes strategy in particular, and other issues that residents of Ward 12 face. Councillor Plante and her office supported the meeting on **December 18, 2023**.

Following a wide-ranging discussion of the issues that we face as a community, including service concentration, trauma, misrepresentation, gaslighting, discarded dangerous drug paraphernalia, increased risk of violence, and so on, Dr. Etches asked questions and appeared to be considering the issues differently.

In response inquiries related to service coordination, Dr. Etches explained that OPH is not responsible for the funding decisions of other departments or the decisions around service locations. She also indicated that she would look into supports for residents around trauma. Dr. Etches also indicated that they would like to be kept informed of

other work we do with the City in Public Health adjacent domains (e.g., waste management). The CSSC Chair agreed to copy Dr. Etches on emails that may be related to the Ottawa Public Health mandate.

Bi-monthly meetings have been scheduled to continue these conversations, the first of which occurred on **January 26, 2024**. In that meeting we discussed a whole of city and coordinated approach to managing the overdose crisis. Councillors Plante, Carr and Kitts were present and Councillors Plante and Carr, between them, sit on all five City Committees and Boards that have been identified as potential locations for delegating. They have offered to help coordinate between the different City departments.

Dr. Etches let us know that she is working with the General Manager of Community and Social Services Department to include Health as part of the City's 10-Year Housing Plan, which is currently being developed.

Dr. Etches also let us know that she sees a role for OPH in coordinating between the different services to figure out who is doing what, where there is overlap, where there are gaps and how they can all work together.

The next meeting is currently scheduled for **March 27**. The agenda for that meeting will be set via email moving forward.

The CSSC Chair is hoping to learn more about how OPH function on a day-to-day basis, and how decisions are made. She will also be following up with regard to OPH's responsibility for services: if they are not directly responsible, could they not produce guidelines or best practices related to the concentration and location of frontline services in the context of public health?

## **6. Meeting with Councillors Plante and Carr**

A meeting was scheduled on January 20, 2024; however, there was a last-minute scheduling change, and the meeting has been postponed. When a new date is determined, the CSSC Chair will update the committee and the Board.

## **7. Housing**

### **7.1 Finnish Housing and Homelessness Approach**

The Canadian Alliance to End Homelessness invited two representatives of the Y-Foundation in Finland to speak at an event on January 16, 2024. CEO Teija Ojankoski and Head of International Affairs, Juha Kahila shared their successful approach to ending chronic homelessness in Finland. Following their presentation, they were joined by Federal Minister of Housing, Infrastructure, and Communities, Sean Fraser, and Jocelyn Formsma, Executive Director of the National Association of Native Friendship Centres, and Board Chair of the National Indigenous Collaborative Housing Inc. (NICH) for a moderated discussion about how to implement a similarly successful approach in Canada.

The biggest takeaways were that there had to be political buy-in to the approach at all levels and that housing could not be provided in a vacuum; that social and support services needed to be made available at the same time.

## **7.2 Discussions with Housing Services at the City of Ottawa**

The CSSC Chair has renewed her discussion with Kale Brown at Housing Services. They had met for a walk and a chat in late summer; however, follow-up was not possible until recently. At the recent Community Services Committee meeting the Land Trust program was mentioned as a potential avenue for publicly run supportive and/or transitional housing. This avenue was discussed by the Chair and Kale in their meeting.

She has followed-up to ask how that will work and to see if there is any support that the community can offer the City with developing avenues for supportive and transitional housing.

The CSSC Chair will meet with Kale Brown on February 1, 2024.

## **8. Solid Waste Management**

The City of Gatineau has limited the waste collection of large furniture items to 1 time per month. Otherwise, they have to pay to bring it to the dump or to have it removed. As a result, many residents are bringing their furniture waste to Ottawa and leaving it on the side of the road. This is a particularly salient issue on the main thoroughfares between Ottawa and Gatineau, including King Edward Avenue in Ward 12.

At the same time, waste and improperly discarded drug paraphernalia are major, ongoing problems for residents and PWLE where services are concentrated in North Sandy Hill. Due to a lack of public infrastructure and services (garbage cans, recycling bins, safe needle disposal boxes, sufficient street cleaning, etc.) there is also a significant amount of litter and detritus left in the same areas as the large furniture waste. Additionally, because the number of people experiencing the intersecting injustices of homelessness and addictions is so high, they often have nowhere to go. As a result, during the day, the furniture waste that is dropped on King Edward Ave. is then moved up and down the street, or onto the private property of residents, businesses and services.

In November, furniture was left in front of St. Alban's Church, and then was moved up and down King Edward Ave. for two weeks before it was finally removed. A ticket had been filed with the city to remove the couch. However, when the bylaw officer arrived, the couch had been moved and was touching St. Alban's Church. As a result, the couch was not collected by the City and was moved up and down King Edward Ave., between Daly Ave. and Rideau St. until it was removed, whether by the Church or the City is unclear. During that time, multiple people overdosed on the couch. They also passed out on the couch and were robbed. And garbage piled up on the street in the

area.

At the same time, a resident on Daly Ave. was communicating with Centre 454, located within St. Alban's Church, with regard to the furniture waste and the ongoing issues with litter, detritus, etc. Unfortunately, that conversation persisted with little movement toward a solution.

As a result, the Chair of CSSC intervened. She contacted the City of Ottawa, St. Alban's Church and Belong Ottawa to figure out a solution.

### **8.1 The Built Environment**

St. Alban's will be making changes to the built environment of the Church on Daly Ave. in the spaces where loitering, drug use and sex work occur. Those changes will likely involve fences. However, they cannot be installed until spring. Moreover, that will not address the issues related to furniture dumping.

### **8.2 Communication with the City of Ottawa**

The CSSC Chair sent a request for a direct line to the City of Ottawa's waste removal program for when furniture is dumped on public pathways and on private property through the Councillor's office.

The response was to call bylaw when it was on public pathways, but on private property, it becomes the responsibility of the owner/tenant. The CSSC Chair by explaining that the City of Ottawa's waste management approach is inappropriate and insufficient for managing the concentration of services in Ward 12 and needs to be adjusted.

The issues that were highlighted and the requests that were made are in Appendix H.

As a result of these interventions, two people have indicated to Kent Hugh at CSSD that they would like to attend the SHCLC.

Additionally, the General Manager of Public Works, Alain Gauthier and the Senior Director for Solid Waste Management, Shelley McDonald reached out to Councillor Plante's office and scheduled a walkabout on February 9 at 11 a.m. in the area. She has been invited to join that walkabout by the Councillor's officer and will do so; however, she will continue to follow-up directly as well.

After multiple follow-up emails, Public Works responded to the CSSC Chair directly confirming the to outreach activities from the department, to confirm that the policies she requested would be provided and indicating that they were open to having a conversation moving forward. The CSSC Chair will attempt to schedule that conversation before the end of February.

### **8.3 Community needs and Belong Ottawa: Grant Proposal**

In communicating with St. Alban's and Belong Ottawa, we determined that the most effective, interim solution would be to implement something similar to the clean-up program at the Sandy Hill Community Health Centre.

The Community Emerging Needs fund was available and Belong Ottawa could apply for it. Upon reaching out to Wendy Stewart, Director of Oasis, and explaining the situation, she agreed to support a proposal for funding to implement a program in tandem with the one there. We received information about the grant application process on the day of the deadline. The CSSC Chair requested an extension, and it was granted.

In a truly collaborative effort, the CSSC Chair, Belong Ottawa, St. Alban's Church, and Oasis developed a small grant proposal.

Note that SHCLC was consulted to build consensus around supporting this grant; however, the tight turnaround did not allow us to achieve consensus. As such, the grant was not officially supported by the SHCLC. The CSSC Chair contacted the ASH Executive Committee to support the grant; however, the request was refused. As such, ASH did not officially support the grant proposal.

The grant was ultimately submitted without the support of the residents or wider community due to lack of time to explain the details of what was being requested. The project outline and budget are in Appendix I.

The grant was awarded in early January. SHCHC and Belong Ottawa have partnered to administer the program because Oasis already had the infrastructure in place. Litter, garbage, etc. is being cleaned 3 x daily by PWLE in addition to cleaning done by staff and/or parish members. The funding will last until May 2024, at which point the built environment should change. At that point, a reassessment will be done to see what impact the changes have made.

In addition to the grant, Belong Ottawa has made some changes to its waste management approach internally. Specifically, over the holidays, garbage cans were left out and a significant amount of garbage was strewn all over the place. They have changed their collection dates and times to coincide with the hours of operation of Centre 454 so garbage will not be left out for collection when the Centre is closed.

## **9. Other Issues**

CSSC webpage updates remain outstanding. Updates and information can be provided upon request.

Work on Safe Supply advocacy is ongoing. The ATIP may be provided as a draft in order to speed things up. The CSSC Chair is waiting for confirmation.



## Appendix A: CSSC Meeting Notes from January 20, 2024

Meeting began at 1:10 p.m.

**Attendees:** Calla Barnett (Chair), Reza Movarekhi, Sophie Movarekhi, Bruce Levine, Margaret Grouin, Marie-Pierre Lefebvre

### **Committee Administration**

The committee will function based on the proposed standard agenda:

- Chair Updates
- Community Liaison Committee Updates
- Action Items
- Items for Discussion
- Varia
- Next Meeting
- Adjournment

We will all take notes. Evenings are generally better for most committee members, so the next meeting will take place in the evening, during the week.

### **Chair's Update**

The CSSC Chair explained why the website was derelict and committed to making updates as soon as possible. She also outlined the information related to the meeting between Dr. Vera Etches, Louise Lapointe (ASH Chair), Sylvie Bigras (LCA Chair) and Calla Barnett (CSSC Chair, ASH Vice-Chair). The details of this information are available in reports to the ASH Board. The Chair also highlighted the work being done with Housing and Waste Management, available in the report to the Board, as well as her upcoming meeting with Councillor's Plante and Carr.

### **Community Liaison Committee Update**

The CSSC Chair outlined the purpose and composition of the Community Liaison Committee, as well as the struggles faced in setting up the communications network. The CSSC Chair provided an update on SHCLC activities, which is provided in the body of the report to the ASH Board. The CSSC Chair outlined some ideas around how the CSSC and the SHCLC can interact, and how they are different. Importantly, she indicated that:

- CLC is a multistakeholder community committee vs. CSSC is a committee of the ASH Board and consists of only residents and/or ASH members.
- CLC is consensus-based decision making vs. CSSC proposals will need to be approved by the ASH Board
- CLC represents multiple stakeholder groups vs. CSSC represents the ASH Board and ASH Membership
- CLC and CSSC work on the same or similar issues, but with different priorities and in different ways.
- CLC and CSSC are intended to be mutually reinforcing.
- The CSSC Chair sits at the SHCLC as a representative of residents
- Communication between CSSC and CLC should be transparent and consistent, in both directions.

- CLC and the CSSC should ultimately be mutually reinforcing, though it is possible that they will sometimes be at odds. The CSSC Chair will do her best to represent the views of the CSSC at the CLC in such cases. The CSSC members understood that, in such cases, the CSSC Chair would register disagreement or dissent at the CLC but would not block consensus initiatives.

### **Upcoming City of Ottawa Boards and Committees**

The Committee discussed the upcoming meetings at the City of Ottawa, what the process was for delegating at each committee, who could delegate (anyone) and how that would work. The agendas of all upcoming committee meetings should be provided online ahead of time. As such, committee members will keep monitor to determine if there is cause for intervention. Some committee members seemed very interested in following the meetings moving forward.

[eSCRIBE Published Meetings \(escribemeetings.com\)](http://escribemeetings.com)

### **Ongoing Advocacy Efforts**

The CSSC Chair provided an update on advocacy efforts, research and information gathering related to Safer Supply and Waste Management. Safer Supply next steps will occur following the development of a position statement from ASH and receiving the information provided in the ATIP request. Waste management efforts are ongoing. The next step will be for the CSSC Chair to follow-up on the emails she has sent to the City of Ottawa.

### **CSSC Priorities, Research and Position Statements**

The CSSC will put forward the following ordered list of priorities to the ASH Board of Directors for approval. Once approved, they will start working on position statements:

1. City of Ottawa Responsibilities
2. Deconcentration of Services (review and update)
3. Garbage/Waste Management
4. Safer Supply
5. CTSs and Treatment
6. Housing
7. Community Wellness

Decisions related to this list of priorities for position statement development were related to impact on other position statements, as well as work that has already been done and how much work is left to do.

City of Ottawa Responsibilities is first because it will impact all of the other position statements. Once ASH has a position on what those responsibilities are, we can develop more effective positions related to the priorities that are highlighted.

ASH already has a position statement on deconcentration of services. It needs to be updated and refined in this context.

There is already advocacy work being done at the City with regard to Waste Management and a position is already taking shape.

There is already research underway related to Safer Supply. It is quite extensive at this point; however, there is a wait at the moment for the ATIP related to Pathways to Recovery funding.

Oasis is actively working with the community at this time. There remain outstanding issues that need to be addressed. One such issue is access to treatment. The position on the CTS will require a more nuanced approach than it would have one year ago and given the efforts of Oasis, it is no longer considered the most pressing issue.

Housing needs in this City are complex and there are different types of housing required based on need (affordable housing vs. supportive housing for PWUD vs. supportive housing for those in recovery vs. transitional housing vs. supportive housing for people living with disabilities – developmental and/or physical vs. supportive housing for people with mental health conditions vs. housing for seniors). This position statement will take a lot of time to research. And there may be a need to break it down further. Hence, we will take it on as a group.

Community Wellness is a position that is overarching. It is necessary, but not urgent.

**Next Meeting:** The next meeting of the CSSC will take place at 6:30 p.m. on Thursday February 15. Location TBC.

### **Adjournment**

The meeting ended at 3 p.m.

## Appendix B: Good Neighbour Commitment Case Study

**Organization:** Sandy Hill Community Health Center (SHCHC)/OASIS Program

**Organization Type:** Community Groups

**Issue:** The Oasis Program at the Sandy Hill Community Health Centre wishes to build a “Good Neighbour Commitment”. A good neighbour commitment is something that can be implemented to mark principles of accountabilities, relations, cooperativeness, and responsibility to help support the wellbeing and contribute to the safety for all who are in the community of Sandy Hill.

**Problem Statement:** One of Ottawa’s downtown communities most impacted by the toxic drug supply and within Ottawa’s downtown core is Sandy Hill. Sandy Hill is a diverse and vibrant community, divided into four smaller areas where community members face different challenges: North Sandy Hill; South Sandy Hill; Strathcona Heights and Robinson Village. North Sandy Hill, which is disproportionately impacted by the toxic drug supply, rising unmet housing and social service needs and a concentration of direct social services and for-profit entities within a 5-block radius. The targeted area for this pilot project is within North Sandy Hill where SHCHC is located.

For a snapshot of the issues, please see the following media link specifically regarding the needs of the community: <https://www.france24.com/en/tv-shows/focus/20231110-ottawa-s-opioid-crisis-highly-addictive-fentanyl-ravages-canadian-capital>

There is significant concern and social discord among everyone who lives, works and receives services in the Sandy Hill community. A Good Neighbour Commitment (GNC) has the potential to ensure the accountability of SHCHC and others as appropriate in the provision of services and contribution to the safety of the clients we serve, our neighbours and community of Sandy Hill.

**Background:** Sandy Hill Community Health Center has been in operation for over 40 years - providing a wide array of health resources available including primary care, mental health and addictions services, health prevention and promotion services. The Oasis Program joined the Centre in 1996 and added the Safe Injection Site in 2018 with treatment for purpose of offering a full spectrum of harm reduction services including access to in-person, low- barrier, full-spectrum, patient centered, trauma-informed, team-based primary care (including expertise in HIV and HCV treatment, women's health, perinatal addiction care, gender affirming care, palliative care, acute and chronic disease management and minor procedures). The primary care is integrated with ongoing rapid access to mental health and substance use disorder treatment (diagnosis, at home medical detox, anti-craving medications, counseling, peer support groups, community resources, cultural services, linking to detox and rehabilitation programs and after-program transitional services with a focus on building integration in community).

Since that time, the landscape shifted and the local community has been experiencing negative impacts of COVID, the unregulated toxic drug supply that has significantly altered habits and behaviours of people who use drugs while at the same time, experiencing an increase in homelessness and social service needs. Stakeholders attribute these impacts to the services offered by SHCHC and as a result, are asking that the Centre establish a good neighbour commitment that will include an element of

community engagement and proactive outreach and clean up to better support harm reduction for all in the community.

**Current Situation:** The implications of the toxic drug supply and rising unmet housing and social service needs has created concern for all stakeholders in the neighbourhood. More specifically, community members have expressed concern for their collective safety, impact on their personal and business wellbeing and overall quality of life. The Oasis program was not developed with community engagement or outreach as part of its operations as it was intended years ago. As a result, it has recently been ill equipped to address the growing needs of clients and provision of a multi faceted harm reduction approach beyond its 15 meter program radius. In response to growing concern from the community, collective voices of stakeholders have formed creating the - Sandy Hill Community Liaison Committee (SHCLC) - where Housed residents, People with Lived and Living Experience (PWLLE), Businesses and Service Providers in Ottawa's Sandy Hill community have come together to address the community-wide trauma. A Good Neighbour Commitment is one of the many priorities that have come from this group and as such, would be a relevant and impactful project that has the ability to be replicated in other communities.

**Desired outcome of this exercise:** The co-development of a "Good Neighbour Commitment" between SHCHC and its community stakeholders. This Commitment would address issues such as property maintenance and appearance, neighbourhood codes of conduct, client and community safety, communication, monitoring activities outside the building during hours of operation, and daily sweeps within an ideal 200m radius pick-up needle and consumption use related debris. \*Note that the moment that the funder only resources the Centre for operations within the building and a 15 meter radius responsibility so this will be dependent on future funding.

SHCHC is dedicated to working with our neighbours to ensure accountability within our purview, partner with stakeholders to assist where possible, promote communication, reduce stigma, assure safety, establish long-term relationships, and to provide a process for the resolution of conflict. A Good Neighbour Commitment would be intended to ensure the accountability of SHCHC while providing services and safety to the clients we serve, our neighbours and community of Sandy Hill.

**Stakeholders: Direct** - Sandy Hill Community Health Centre, Members of the Sandy Hill Community Liaison Committee comprising of: residents, businesses, People with Lived/Living Experience, Direct and Indirect service providers - i.e. City of Ottawa Police, Public Health, Recovery Care, Sandy Hill Community Health Centre, Community and Social Services Dept, Public Library, Day Care, Belong Ottawa, The Ottawa Mission, Rideau BIA.; **Indirect** Local elected representatives, Councillor Plante, MPP Lucille Collard and MP Mona Fortier and program funder, Ontario Ministry of Health and Long Term Care and the Federal Government, Health Canada.

**Key Questions:**

- What could a Good Neighbour(GNC) Commitment look like? Just what do stakeholders of Sandy Hill and Ottawa in general consider a good neighbour?

- What does SHCHC have accountability for through their funders at this moment? What would the community like to see that falls outside that purview and what could be done to seek resources support these requests?
- Given that there are several service providers in the area, should SHCHC be the only agency to have a GN Commitment within the community? Is there a broader GNC that local providers can sign on to?
- How do we reach these stakeholders and survey them on these key issues? Propose we utilize the already existing Sandy Hill Community Liaison Committee as a representative of community stakeholders. Thinking we should and would be complementary to the other project the SHCLC is putting forth to *Snapcity*.

## Appendix C: Strategic Priorities Case Study

**Organization:** Sandy Hill Community Liaison Committee (SHCLC)

**Organization Type:** Community-Based Organizations

**Issue: What issue are you looking at? Explain it a bit and give some background information on the initiative, program or issue**

SHCLC is a new, community-based organization where Housed residents, People with Lived and Living Experience (PWLLE), Businesses and Service Providers in Ottawa's Sandy Hill community have come together to share concerns and address the community-wide trauma related to the impacts of the increasingly toxic drug supply and rise in unmet housing and social service needs that are served by a number of frontline services in Sandy Hill.

Everyone on the committee was selected as a community stakeholder representing the interests of their particular group and having made a commitment to participate in SHCLC for at least one year, perhaps longer. The committee operates by consensus decision-making and is working to build trust and reach compromise among the stakeholders present.

**Problem Statement: What problem(s) does this case study identify and attempt to fix? Why is this an issue to residents of Ottawa? If this pertains to certain residents please outline**

SHCLC has developed its Terms of Reference (included) and is currently developing a strategic priorities approach for the group; however, there are many moving pieces to the attached priorities list.

1. Some of these items cause discord between stakeholder groups.
2. Some of these items can be immediately (in the next 3 months) implemented, others may be short- (6 months – 1 year), medium- (1-2 years) or long-term (2+ years) initiatives.
3. Which items are contradictory (if any) and which ones are similar?
4. Which items will require financial support? How do we raise funds (grant proposal to City, province and/or federal government; event; donations; etc.)?
5. Which items are advocacy initiatives? Which level(s) of government is involved?
6. Which items will require additional partnerships? Which organizations from the SHCLC are/should be involved? Which organizations outside of the SHCLC?

**Background: Where did this issue come from? Has this issue been simmering for a while or is it a new one? What has been done thus far to help solve this issue? What campaigns or programs can this case study build from?**

There is a history of contention in Sandy Hill between residents and frontline service providers. Certain services have always been in Sandy Hill; however, since a harm reduction approach to the opiate crisis has been adopted by different levels of government, a high concentration of related services opened in Sandy Hill and Lowertown (it is, in fact, the highest concentration of frontline services in Canada). Beginning in 2018, when the first of these services opened, residents noticed an

increase in erratic behaviours of people suffering from homelessness, as well as increased petty crimes. Since then, things have only gotten more difficult in the neighbourhood due to a number of factors outlined in the Extended Background document. With almost no services anywhere else in the city, Sandy Hill has seen a convergence of very ill and vulnerable people.

In the past year, however, the contentious relationship has been changing because of new players in the situation, including resident representatives, the City Councillor, front line service providers and indirect service providers. These stakeholder groups have seen changes in members, officials, employees, managers, etc. in the past 2-3 years and subsequently, the collective will to work together to find new pathways forward.

**Current Situation: What is the current situation that this organization is dealing with? Has Covid 19 impacted the issue or made it worse? Has there been funding or support for the issue? What is ahead for this issue? Please list any key milestones that have just passed or are to come.**

In the Spring of 2023, when an attempt at community outreach was made, residents' problems were misrepresented from the outset. However, the participants in those conversations recognized that there was a collective dedication to the health of the community and the desire for things to improve across the board. We knew that we could find common ground in that fundamental dedication and desire. So, the leader of the City's new Community Engagement Team, the new Director of the CTS, the SHCHC's Community Engagement Officer and the new ASH Vice-Chair and Community and Social Services Committee Chair got together to figure out next steps, and, after engaging Community Mediation Ottawa and discussing these issues with them, we proposed the Sandy Hill Community Liaison Committee to the community and the participants of the community conversations.

The SHCLC's first meeting was in September 2023, and we are working hard to get up and running with the purpose of finding our way through this crisis together.

In sum, this community-based collective – residents, service providers, PWLLE, businesses and indirect service providers feel abandoned by all levels of government, resulting in mistrust. We are trying to come together to overcome those issues and make our community a safe place for everyone.

**Stakeholders: List potential stakeholders (other than the core organization listed above) who may be able to support and/or benefit from this initiative.**

The list of community stakeholders, titled Public SHCLC members list is included as separate document. There are additional stakeholders, including elected representatives, Councillor Plante, MPP Lucille Collard and MP Mona Fortier; University of Ottawa, the Rideau Centre, various government ministries and departments at different levels, and multiple City of Ottawa services, schools and hospitals.

**Key Questions: What key questions should our case study participants keep in mind when executing this case study? How would you summarize the case study in 3 or 4 short questions? What questions can get participants thinking about this issue?**



- What can this committee accomplish quickly and effectively?
- Where can this committee acquire funding to support the identified activities?
- Which level(s) of government have oversight responsibility? How do we navigate these governmental pathways on what priorities?
- How do we ensure that all stakeholders at this table have an equitable voice on these priorities?
- How do these activities respond to the Vision and Mission of the SHCLC?

**Case Study Activities: What will our students be doing? Describe a few tasks for them to complete and what they should be aiming for in their project**

- Research government processes at all levels of government related to finding political, bureaucratic, administrative and/or financial support for each priority.
- Discuss the priorities with CLC members to understand the intent behind them, as needed.
- Based on research, develop pathways forward for each priority.
- Based on research, identify risks and barriers to achieving each priority
- Based on research, identify risks and positive outcomes associated with the impact of each priority.
- Based on research, identify timeframe estimates for achieving each priority.
- Based on research, identify priorities with overlapping approaches and/or contradictory outcomes.
- Overall, an end product that points to a clear pathway forward for each priority in a multilevel governance framework that considers advocacy, funding and community-based needs for all stakeholders.

**Appended Documents:**

1. Extended Background
2. Public CLC Members List
3. CLC Terms of Reference
4. Strategic Priorities

## Appendix D: Extended Background for Strategic Priorities Case Study

### **Extended Background Information**

There is a history of contention in Sandy Hill between residents and frontline service providers. Certain services have always been in Sandy Hill; however, since a harm reduction approach to the opiate crisis has been adopted by different levels of government, a high concentration of related services opened in Sandy Hill and Lowertown (it is, in fact, the highest concentration of frontline services in Canada). Beginning in 2018, when the first of these services opened, residents noticed an increase in erratic behaviours of people suffering from homelessness, as well as increased petty crimes. Since then, things have only gotten more difficult in the neighbourhood due to a number of factors. With almost no services anywhere else in the city, Sandy Hill has seen a convergence of very ill and vulnerable people. Beginning in 2018, when residents and the resident association attempted to address these issues they were accused of stigmatization, NIMBYism, and overtures were rejected. Elected representatives, bureaucrats and some service providers would not even respond to questions about what could be done to ease the pressure and the negative impacts in our neighbourhood. Then, during COVID-19, even more services were opened in the area, as people lost their income, they came downtown and were exposed to the toxic drug crisis.

Since then, all stakeholders – residents, businesses, people who have lived and living experience in using drugs (PWLE) and service providers – have seen a significant increase in erratic behaviours of people suffering from homelessness and using the toxic drug supply, an increase in open drug use, improperly discarded drug paraphilia and garbage as well as increased petty crimes. Of note is that nobody on SHCLC is able to speak to the perspective of service providers from that period as they have all changed over. In fact, one of the reasons that we are currently able to work together is the presence of new service providers, indirect service providers, and resident representatives over the past 2-3 years.

Since safe supply pilot programs have become more commonplace, and with the current federal exemption for narcotic prescription, there has been an unintended increase in the net drug supply in Ottawa as it is typical practice for legally obtained prescriptions to be traded for illicit drugs. As a result, there has been a significant increase in illegal drug trafficking in the area, along with increasing violence among People Who Use Drugs (PWUD) and between PWUD and residents.

Tensions came to a head in the Spring of 2023 when an attempt at community outreach was made. Unfortunately, residents' problems were misrepresented from the outset during those difficult conversations. However, the participants in those conversations recognized that there was a collective dedication to the health of the community and the desire for things to improve across the board. We knew that we could find common ground in that fundamental dedication and desire. So, the leader of the City's new Community Engagement Team, the new Director of the CTS, the SHCHC's Community Engagement Officer and the new ASH Vice-Chair and Community and Social Services Committee Chair got together to figure out next steps, and, after engaging Community Mediation Ottawa and discussing these issues with them, we proposed the Sandy Hill Community Liaison Committee to the community and the participants of the community conversations.

The SHCLC's first meeting was in September 2023, and we are working hard to get up and running with the purpose of finding our way through this crisis together.

In sum, this community-based collective – residents, service providers, PWLLE, businesses and indirect service providers feel abandoned by all levels of government, resulting in mistrust. We are trying to come together to overcome those issues and make our community a safe place for everyone.

Other important information:

- 911 does not always take calls seriously from residents or PWLLE
- The police have been known to discourage reporting and do not always take these matters seriously
- The exceptions are the two community police officers – Cstl Paut Stam and Cstl Seb Lemay
- The Ottawa AG is no longer prosecuting small possession charges. As such, for all intents and purposes, illicit substances are decriminalized in Ottawa.
- Some services overlap clientele with refugees and immigrants
- The Housing Crisis is relevant to this issue

**Overall chronology:**

- 2018 – Oasis CTS opens. Residents see an increase in petty crime and are refused any support.
- 2020 – COVID-19 pandemic lockdowns
- 2020-2022 – increasing number of people suffering from homelessness due to COVID are funneled downtown due to lack of services in the rest of the city and additional shelters are opened in the area (called physical distancing centres to get around City of Ottawa bylaws; increasing number of PWUD in the area due to concentrated services; refusal of CTS and other services to participate in the wider community.
- 2021/2022 – Action Sandy Hill starts to address these issues more seriously and advocates for residents; the Community Engagement Team is established.
- 2022 – Councillor Plante is elected
- 2023 – Community Conversations take place; a new Oasis Director is hired; the ASH CSSC is created; Oasis, ASH and CET start working together and engage CMO. They coordinate the development of the SHCLC.
- September 2023 – First meeting of CLC
- October 2023 – second and third meeting of CLC – Terms of reference developed, strategic plan started.
- November 2023 – Terms of Reference approved by consensus; SUAP grant proposal for CORE Team approved by consensus. Strategic plan continues to be discussed and developed.

## Appendix E: Public SHCLC Membership List for Strategic Priorities Case Study (from October 2023)

Participant Category	Participant
<b>Business</b>	David Hajesz - landlord/resident
	Andrew Peck - Rideau BIA
	Pam Benoit - Sandy Hill Daycare
	Sim Kaler - Circle K
	Anthony Desloges - Recovery Care
<b>Housed Residents</b>	David McKay
	Calla Barnett – Action Sandy Hill
	Rebecca Armstrong
	Scott Williams
	Anya Fraser
	Louise Lapointe – Action Sandy Hill, observer, notes
<b>Those with lived/living experience</b> (rotating, based on wellness level)	Kourtney Miller – observer, notes
	Andrew
	Melva
	Shelia
	Sean
	Alex
	Tiffany
Max	
<b>Indirect Service Providers</b>	Tania Mohr - Ottawa Public Library
	Robert Paiement - Protection Security
	Kira Mandry - Ottawa Public Health
	Rev Michael Garner - St. Alban's Church
	Sandra Milton - Lowertown Community Assoc
<b>Service providers</b>	Wendy Stewart - Sandy Hill CHC
	Gerald Dragon – Sandy Hill CHC (logistics, notes)
	Rachael Robinson - Belong Ottawa
	Peter Tilley - The Mission
	Cts Paul Stam - Ottawa Police
	Kent Hugh - City of Ottawa Community Engagement Team
<b>Facilitators</b>	Lorna LeMay
	Norm Desjardins

# Appendix F: SHCLC Terms of Reference for Strategic Priorities Case Study

**Name**            **Sandy Hill Community Liaison Committee (SHCLC)**

**Mission**        The SHCLC will provide insights, make connections, put forward recommendations, exchange information and offer suggestions to support the safety and wellbeing of all members of and services in the Sandy Hill community. Specific goals will be agreed upon by the SHCLC in its strategic planning for the short, mid and long term.

## **Structure and Operations**

### **Invitations**

Individuals will be chosen based on the stakeholder group they represent and invited via email or otherwise as appropriate to participate in virtual or in-person meetings to address the goals noted above. Co-chairs and stakeholders may suggest additional individuals for the Committee, not to exceed 25 in total.

### **Stakeholders**

SHCLC will be made up to 25 stakeholders; 5 from each stakeholder group, ensuring a balance based on representation, gender and ethnicity from the following groups:

- service providers
- business representatives
- residents – housed (short & long term)
- persons with living experience
- others (not covered by other groups)

Periodically, observers may be invited to the meeting.

### **Term of Appointment**

- Stakeholders will be appointed for a 2-3 year term on a volunteer basis, that may be extended for 1 additional year upon agreement of committee members.

### **Forfeiture**

- Stakeholders who are absent from two consecutive meetings without prior notification in writing or verbally to the co-chairs, the member will be considered to have forfeited membership.

### **Confidentiality**

- Unless otherwise advised, the SHCLC will assume its work is non-confidential.

### **Co-Chairs**

- The Committee will be co-chaired by two members of the SHCLC to be chosen by the members.
- SHCHC will provide administrative and logistical support as necessary.

### Duties of Members

- Participate as a volunteer in accordance with the Terms of Reference
- Solicit and bring forward input from the group they represent in an appropriate manner (back and forth)
- Actively and positively engage in dialogues
- Openly share views, opinions, and ideas on topics
- Support the recommendations of the SHCLC
- Conduct themselves in accordance with the group guidelines

### Meetings

- Meetings will be held either in-person and include link to participate virtually.
- Announcements of meetings will be sent to all stakeholders via email or otherwise if agreed upon.
- An agenda will be produced and shared 1 week prior to each meeting (allowing time to add/remove/reframe topics) based on suggestions from other stakeholders.
- Minutes will not be taken, however a summary of key outputs will be captured and shared.
- Chairs will host a welcoming and safe space for the stakeholders.

### Decision-making

- All actions of the SHCLC will be undertaken by consensus, defined as: following dialogue, achieving general acceptance of the members, **not** to be mistaken for 100% agreement, **nor** a majority vote.

### Conflicts of Interest

- All members will disclose any personal monetary or influential interests, whether perceived or actual, that might concern or affect the work of the SHCLC so that they can be dealt with fairly and reasonably.

### Dispute Resolution

- All disputes will be referred to a small committee chosen by the SHCLC for review. A third-party neutral mediator may be used to support a resolution process.

## Appendix G: List of Priorities for Strategic Priorities Case Study

### **SHCLC Strategic Plan (based on Kaplan & Norton Balanced Scorecard Model)**

**Note: ACTION PLANS TBD based on smart goals - specific, measurable, achievable, relevant, and time-based**

<b>Draft vision:</b> We represent a diverse and equitable cross-section of people who live in, work in and love Sandy Hill! We come together as a community of care to foster a dignified, safe and inclusive environment for all.			
<b>Safe Spaces</b>	<b>Services</b>	<b>Programs</b>	<b>Education</b>
<p>Cleaner more suitable living for the unhoused.</p> <p>Safe community zones with zero tolerance approach (X2)</p> <p>Private property loitering enforced</p> <p>Safe place for everyone</p> <p>Safe place to go with support</p> <p>Supportive/adaptive housing (X2)</p> <p>Permanent housing instead of emergency housing</p> <p>Inhalation/smoking space with bathrooms, showers &amp; laundry (X2)</p> <p>Space for unhoused to gather (with security)</p> <p>Expand/improve warming &amp; cooling sites</p> <p>Residents and businesses need to report crime to the police</p> <p>“See something ...say something” to those involved in crime/misbehaviour</p>	<p>Spread out services – too many in 1 area(x3)</p> <p>Be responsible for clients</p> <p>Witnessed/monitored safe supply use (x2)</p> <p>Increase funding for social services</p> <p>Co-location of social services in non-traditional spaces (library, LCBO, business, etc.)</p> <p>Community Counsellors</p> <p>Equitable inclusion of PWLE in all services</p> <p>There needs to be coordination between services (e.g., by-law &amp; police)</p> <p>The “unhoused” need police support</p> <p>Create initiatives to mitigate the introduction of (tainted) drugs from “outside” sources</p>	<p>City of Ottawa Drug Policy</p> <p>Maintenance Program (needle hunters, boxes, garbage, etc.) offered by those who use drugs with staff; concierge services; reward for every needle returned</p> <p>Prevention &amp; addiction programs</p> <p>Peer support groups to connect with unhoused persons</p> <p>Police involvement with unhoused and drug users</p> <p>Street Party to celebrate community</p> <p>Program alternative to police resources</p> <p>Weekly walk – Take Back the Night (x2)</p>	<p>Community Naloxone Training</p> <p>Community Resource Education (seminars, brochure)</p> <p>Weloxone, opioid training for residents &amp; businesses</p> <p>Focus on positive interactions for all; establish rapport (x2)</p> <p>Crisis de-escalation</p> <p>Training in how to handle “crimes” in progress (e.g., finding a few “choice”/polite words to challenge misbehaviour such as, “are you OK?”)</p> <p>Training/guidance (e.g., security) on how to function day-to-day as a community “service” (e.g., childcare programs)</p> <p>Monitor and share information about local crime trends</p>

**Collaboration:** [Develop an advocacy strategy for intergovernmental collaboration](#); Joint community improvement plan (Sandy Hill & Lowertown)  
Financial compensation or tax relief for residents/businesses impacted in the community; Community incentives



## Appendix H: Information and Requests to Public Works

### Issues highlighted for Public Works in and email on Thursday December 28, 2023:

1. The furniture dumping is happening because of City policies - whether Gatineau or Ottawa - related to garbage collection. Downloading the responsibility for that waste onto the victims - residents, service providers, businesses, etc. - of garbage dumping is unacceptable as a general policy and I find it disappointing at best that the City of Ottawa would offload the wellness of its residents in such a way.
2. The way in which bylaw violations are reported and enforced also pose a problem. In the case of this policy, the furniture has to be on the public right of way; however, if it is not when the bylaw officer arrives, they close the ticket and move on.
3. The City of Ottawa is responsible for managing the saturation of waste that is created by its intentional concentration of frontline services in Ward 12. Additionally, the City should be aware that the accumulation of waste such as this is, in fact, a public health risk for its residents, businesses, services users (including people suffering from homelessness and people who use drugs), service providers, and tourists.
4. Also, Public Works has increased street cleaning in other tourist areas, rather than residential or service delivery areas.

### The CSSC Chair requested the following items or actions:

1. The official policy that outlines how dumped garbage is to be treated.
2. The documentation related to how that policy is enforced by Public Works.
3. The contact information for those responsible for policy oversight as well as coordinating with Bylaw
4. An alternative method for contacting the City of Ottawa when large furniture items in particular are dumped by other residents and/or visitors on the properties of residents and non-profit organizations. This alternative method would include reasonable response times for clean up and clean up of the item in question even if there is a change in the item's location.
5. An alternative method for contacting the City of Ottawa when litter and other garbage (not large furniture items) pile up to the point of being a public health hazard as a result of the location and concentration City funded front line services in Sandy Hill, and Ward 12. This alternative method would include reasonable response times for clean up and clean up of all related detritus and litter, including improperly discarded drug paraphernalia (syringes and pipes), even if it has blown down the street to a different location (i.e., next door).

6. If these things do not exist, the names and contact information of the appropriate person or people who would be responsible for creating such avenues and policies, and approving them.
7. Schedule a meeting between those decision-makers and representatives of the Sandy Hill Community Liaison Committee, additional impacted residents and PWLLE, Councillor Plant and/or her office and a representative of at least Centre 454 or St. Alban's, but preferably both.
8. Provide Ward 12 with publicly available and regularly, sufficiently maintained garbage pails on or near the corner of King Edward Avenue and Daly Avenue where St. Alban's is located and in other areas impacted by the high concentration of services.
9. Provide Ward 12 with publicly available and regularly, sufficiently maintained safe disposal boxes for drug paraphernalia provided on or near St. Alban's Church/Centre 454
10. and in other areas impacted by the high concentration of services.

**Section 2: Request Information**

2.1	<b>Ward</b> – Please list the wards in which your initiative will take place.
	<b>12 – Rideau-Vanier</b>
2.2	<b>Target Community/Neighbourhood</b> – Please list the community or neighbourhoods in which your initiatives will take place ( <i>maximum 200 words</i> ).
	Belong Ottawa/St Alban’s Parish and surrounding residents/businesses around the King Edward and Daly Ave corridor.
2.3	<b>Target Demographic</b> – Please list your target demographics for your initiatives:
	Housed residents, People with Lived and Living Experience (PWLLE) who are precariously housed, Businesses and Direct and Indirect Service Providers in Ottawa's Sandy Hill community, specifically, North Sandy Hill - including, St. Alban’s Church and Parish, The Library, Centre 454, Sandy Hill Community Health Centre. All of these stakeholders are wanting to see a change in the area and PWLLE are also wanting to grow their sense of community belonging with having a sense of purpose and contribute to the community in which they receive services and reside in – sometimes precariously.
2.4	<b>Amount Requested: \$</b>
	<b>\$12,650</b>
2.5	<b>Total Estimated Number of Clients Served by this Initiative</b>
	<p>Number of unique clients:</p> <p>Est. 200 residents, tourists, clients, employees, and service providers in the neighbourhood</p> <p>14 PWLLE who are clients of Belong Ottawa and/or Sandy Hill Community Health Centre</p> <p>Number of total client contacts: Est. 214</p>
2.6	<b>Please describe the emerging need in your community (See <a href="#">CFFR Policy Statement</a>, See Pg. 20) (<i>maximum 200 words</i>).</b>

	<p>With the unprecedented growth in persons having unmet needs related to housing and social services complicated by the unregulated and toxic drug supply accessing services in Sandy Hill, this proposal is centered around the area on and around the property of St. Alban’s Church/Belong Ottawa. Residents and businesses are seeing an increase in illicit activity, loitering, garbage accumulation, improperly disposed drug paraphernalia, etc. – which have become exacerbated by the construction occurring at the location.</p> <p>The garbage ranges from plastic food containers to large, there are needles and pipes left there on a daily basis, the activities that occur in that space include sex work, drug dealing and drug consumption. There has been a scaffolding in place for building repairs; however, it has not stopped those activities. When it comes down this week, residents and businesses are concerned that the activities, garbage, needles and pipes will increase. The area where this occurs is predominantly residential, with a family homes next door and across the street.</p> <p>There is also a hotel 1 block from the Church were international diplomats often stay and a family-owned bed and breakfast across the street.</p> <p>In an effort to address these community concerns/issues, <b>Belong Ottawa</b> endeavours to apply for funds to support a “community clean up” model that has been implemented in and around the Sandy Hill Community Health Centre. More specifically, we would like to have the ability to provide this similar model where honoraria is provided to our clients to participate in a cleaning schedule for the space and the surrounding blocks. This, in turn, has the opportunity to provide a sense of meaning, contribution to their community and a sense of belonging for PWLLE.</p>
<b>2.7</b>	<b>Summary of Request:</b>
	<p>Include major activities timelines. Describe how the activities contribute to either community capacity building, well- being and/or resiliency (<i>maximum 200 words</i>).</p>

We are applying to request funding for honoraria to empower PWLLE who access frontline services in North Sandy Hill to clean and maintain cleanliness of outside spaces in and around Centre 454 (on of Belong Ottawa’s day programs) located within St. Alban’s Church at 454 King Edward.

This program would last from the date of funding until May 30, 2024, at which point St. Alban’s is planning to address the built environment to beautify and promote community-based usage of the area.

Clients of Centre 454 and/or SHCHC would receive an honorarium of \$15/day and work in groups of 2 to clean the 1 block radius 3 times per day (8 a.m., 3 p.m. and 6 p.m.) 7 days/week.

**2.8 Budget**

Description of Costs	Amount (CAD) \$
Administration (10% of total)	1,150
Community Activities	
Community Meetings	
Equipment	
Rent	
Staffing – 4 pp/hr – 4 hrs/7 days/week (Jan-May 30, 2024 – approx. 150days) @ \$15/hr	9,000
Supplies – garbage can, protective gloves, cleaning supplies	2,500
Transportation	
Other (please describe): <b>Subtotal of staffing and supplies - \$11,500</b>	
<b>Total Requested</b>	<b>12,650</b>
In-kind contributions being used for this project: Scheduling, Supervision, ordering of Supplies....	20,000

**2.9 What is the proposed outcome of this funding? (Maximum 200 words)**

	<p>The neighbourhood will be cleaner and safer for all of us, residents, businesses, diplomats, tourists, clients of the services, including PWLLE, children, students, service providers, St. Alban's parishioners, etc.</p> <p>Additionally, it will provide a sense of purpose and a small source of income for PWLLE who are service users and live with depression and hopelessness, and struggle to access basic resources, including food and water.</p> <p>Finally, we hope to bring PWLLE back into the community through programs such as this: by taking pride in their spaces, receiving acknowledgement for their work, and participating in the community where they stay, alongside the service providers, residents, and all community stakeholders.</p>
<p><b>2.10</b></p>	<p><b>Please explain how your organization plans to sustain your planned initiative once the Emerging Community Needs fund is exhausted?</b> <i>(Maximum 200 words)</i></p> <p>This initiative is an interim solution to a confluence of events that includes increasing homelessness, worsening impacts of the toxic drug supply, delayed construction work, and lack of community outreach funding.</p> <p>However, pls note that, SHCHC already has a base honourarium program that operates weekly 3x/week that could possibly extend to cover the area on Daly Ave and has a Federal grant application that has been submitted to extend these services, including an outreach portion run for and by PWLLE, of which Belong Ottawa and resident/businesses, PWLLE and other service agencies are a partner in that application.</p>
<p><b>2.11</b></p>	<p><b>What other supports or partners do you have in place to support this emerging need / initiative?</b> <i>(Maximum 200 words)</i></p>
	<p>This particular initiative includes a small group of partners who work together through the Sandy Hill Community Liaison Committee:</p> <p>Rachel Robinson: Belong Ottawa at Centre 454  Rev. Michael Garner: St. Alban's Church  Wendy Stewart: Sandy Hill Community Health Centre Oasis Program  Kent Hugh: Community and Social Services Department, City of Ottawa</p>