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CONNECTING REGION INITIATIVE PHASE 2

INTERIM ACTIVITY REPORT #1

Submitted to the
Law Foundation of Ontario
Access to Justice Fund

On behalf of the
CONNECTING OTTAWA NETWORK

January 2013



Effective communication
Accessible justice



Une communication efficace
Une justice accessible

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INTRODUCTION

This first Activity Report covers the first six months since the Law Foundation of Ontario approved the Connecting Ottawa project under the Connecting Region Initiative of the Access To Justice Fund. Our focus has been recruitment, training and deployment of staff, setting up offices and other infrastructure to sustain the project, and the early stages of implementing the planned activities.

We have had a very exciting and productive start. We have been fortunate to hire two excellent staff – a social worker and a lawyer – to support implementation of the project. Our ambitious work plan (see Appendix 2) needed tweaking a little to accommodate some unanticipated events, but we are nevertheless on track with all of our activities. We are operating well within the approved budget and expect a modest surplus at the end of Year 1 (we will address this further as part of our Activity Report #2 in July 2013). Although we are not requesting any amendments to our Agreement or adjustments to the Approved Budget at this time, we can anticipate making some recommendations for some reallocation between activities as we manage full implementation of programs and services in Year 2.

Our challenges were expected and predictable. “Mission creep” is our enemy; we have been careful to maintain a close focus on the primary objectives and identified populations despite some enticements to broaden our interests and influence beyond the defined scope of the project. Our partners and other stakeholders have identified policy and practice issues of great concern and have asked the project to bring leadership to advocacy efforts; we still need to determine an appropriate role regarding advocacy but presently intend to support the advocacy strategies of others and enable effective communication and information flow on advocacy issues and solutions. Finally, although the project description (see the Logic Model, Appendix 1) implies a role regarding PLEI, we have no explicitly stated objectives. We intend to articulate our PLEI role in the months to come, to build the capacity for coordination of local PLEI activities and for a proactive program of public legal education in Ottawa.

Over the past 4 months we have consulted extensively with our partners and stakeholders to ensure that our program implementation plans address the most prominent gaps and concerns. The themes that emerged from these consultations are:

- Many partner agencies state that there are very few clients who they are unable to serve due to a language barrier, and that when Cultural Interpreters are not present, they often use informal methods of interpretation (staff members or family members who speak the language);
- In situations when a family member, friend, or staff member are not able to help clients with informal cultural interpretation or it is inappropriate to use this informal interpretation, clients may not receive service (for example, duty counsel at the courthouse, or counselling);
- It is uncommon for people with communication barriers due to disability or sensory impairment to present at partner agencies (unless their mandate relates specifically to working with individuals who have a disability or sensory impairment);
- Some clients from our target population may be underserved by community agencies for reasons besides a communication barrier (elderly who are housebound, perceived barrier to accessing service);

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- Very complex cases may exceed the scope of the service offered by the agency; communication is not the only barrier, it often intersects with a variety of other challenges (mental health, literacy, etc.) which the agency is not mandated to support the client with. Complex clients may receive multiple referrals to multiple agencies;
- There is a need for ongoing case management when a client with complex issues needs to navigate the legal and social service system; and
- Changes to the laws affecting newcomers to Canada, and the closure of the IRB office in Ottawa will increase any difficulty which already existed in terms of system navigation and meeting the needs of these individuals.

Clients were seen as having the following challenges:

- Main legal issues: housing, immigration, government benefits, family, criminal;
- The lack of an affordable legal services which will address their specific legal issue (not all of the community legal clinics do);
- Not knowing where to go for assistance, or who to contact;
- Lack of understanding of one's legal rights, the legal system, and how best to navigate the system (example: how to identify whether an issue has a legal component, the importance of deadlines, what information and paperwork are necessary to bring to an appointment);
- Being given inappropriate referrals which send them (commonly described as being “bounced around”) to multiple agencies;
- There may not be a Cultural Interpreter or necessary augmentative equipment available on short notice;
- There are no case management services available to clients for the specific purpose of guiding them through the legal system; and
- When clients are already feeling defeated by the complicated social and legal service systems, they are less likely to follow up and follow through.

Service providers were seen as having the following challenges:

- Need for case management for the client to guide them through the process of addressing their legal issue;
- Some service providers do not know how to determine whether client has a legal issue or not;
- In some cases, there is not an interpreter or staff member who speaks the language of the client;
- It may take time to prepare to meet the needs of an individual with disability which impairs their ability to communicate, so urgent issues are not addressed immediately;
- Clients often do not follow through, and service providers are not in a case management role so they are not necessarily following up with clients;

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- Concern about some interpreters' level of competence impeding the work done with clients;
- American Sign Language and Quebec Sign Language are not covered by MCIS, so legal clinics or the client are responsible for this cost;
- Service providers are anticipating a large increase in urgent requests as a result of the changes to the immigration laws which shorten the timeframe in which documents have to be submitted; and
- Service providers are sometimes unsure where to refer for legal and social services.

These consultations have affirmed our plans as we move forward. The project will proceed to strengthen the capacity of our current service delivery partners to ensure that our focus populations access justice. We have begun to address these themes and challenges; here is a report of our progress so far. We thank the Law Foundation for its continued encouragement, interest and support.

ACTIVITIES PLANNED AND IMPLEMENTED

CENTRALIZED HUB FOR ASSESSMENT, INFORMATION AND REFERRAL

OUR CHALLENGE

To ensure that the first point of service for our focus populations becomes a “trusted intermediary” that *always* has the capacity to communicate with the client, assess the problem presented, provide comprehensive information about all facets of the problem presented, and take immediate steps to refer and connect the client to legal and other services that will resolve the problem.

OUR INTENT

To support and promote *211 Eastern Ontario* (delivered by a partner, the Community Information Centre of Ottawa - CICO) as a centralized hub for assessment, information and referral (IAR) services for all partners

To reach out to our partners to build awareness of *211* as not just another IAR resource but as the *default* source of information and referral services for issues that have a legal component

To augment the already very comprehensive *211* database as necessary, to be assured that *all* local legal services have been described using the *211* taxonomy.

To train CICO’s IAR professionals and partners’ front-line staff who have responsibility for assessment, information and referral services regarding the range of community legal services available, the ways and means to appropriately access them, and the ways and means that our focus populations can be supported to communicate their issues at every step of the referral and service delivery process.

PROGRESS

The Community Information Centre of Ottawa has been an important resource and valued partner throughout the early phases of project implementation. Connecting Ottawa has

- Promoted *211 Eastern Ontario* as the default IAR resource in all project communications, materials and activities.
- Periodically tested the capabilities of CICO’s IAR professionals to assess and refer persons who contact them with an issue that could be addressed by a legal service.
- Planned a training program for CICO staff to strengthen capabilities regarding legal services information, assessment and referral. Delivered the first training session to two groups of staff.
- Ensured that 130 legal services and other local services that directly support access to justice have been added to the CICO database, expanding their capacity for referrals to local services.

Note that to date there has been limited progress regarding our intent to survey our network of partners in order to assess their current awareness and use of the services provided by CICO. CICO is in the process of adapting an appropriate survey tool. We have yet to determine the most appropriate timing for successful survey administration; Connecting Ottawa itself may first need to raise awareness about the project before raising awareness of the ways that CICO/211 Eastern Ontario is helping us to achieve our goals.

BUDGET NOTES

There have been no expenditures allocated to this activity to date.

Presently we do not anticipate a need to fully spend the funds allocated for this activity. Projected expenditures related to payments to trainers and honoraria to volunteers; to date, training has been developed and delivered by salaried project staff (lawyer and social worker). However, at this point we are not requesting that funds be reallocated from this activity to another. We anticipate that CICO may require some financial support to work with us to develop and deliver an outcome evaluation, including baseline data to be derived from an awareness survey of network partners.

DEVELOP AND MAINTAIN A WEB SITE

OUR CHALLENGE

There are excellent public legal education and information (PLEI) resources available, especially given the leadership of Community Legal Education Ontario (CLEO) and their web site initiative, [Your Legal Rights](#). However, the fact remains that navigation of the legal system remains challenging for many front-line service providers in Ottawa.

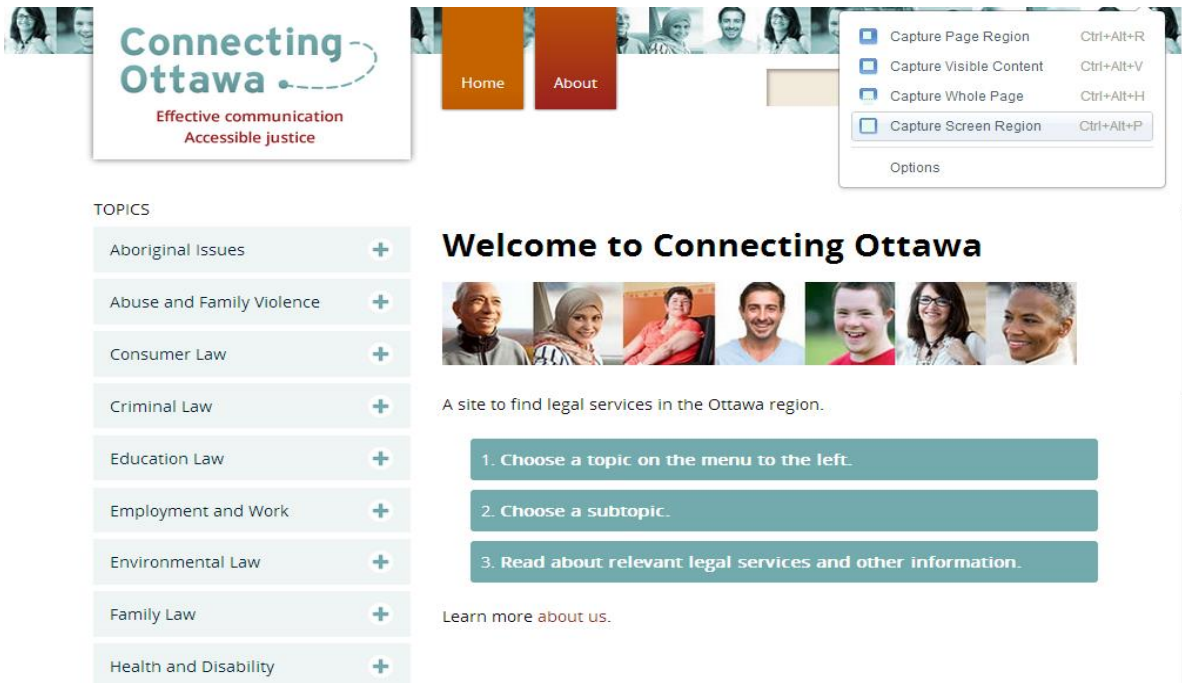
OUR INTENT

To supplement the on-line information available from *Your Legal Rights* and the Community Information Centre of Ottawa by developing a local web site resource that includes comprehensive and current information about local legal services, and by sharing information about the Connecting Ottawa project and the ways in which it can support project partners to ensure access to justice by our focus populations.

PROGRESS

Agentic Digital Media was contracted to develop a web site for Connecting Ottawa in January 2012. It transpired that our strategy to design a site for which it would be easy to upload and maintain content was flawed. Although our content feeds from *Your Legal Rights* (YLR) and CICO will ensure current information of the highest integrity, we were far from immune from the pains of content development. The taxonomies of the contributing feeds were very different; in order for Connecting Ottawa to connect YLR information about legal issues, topics and subtopics with CICO's catalogue of local legal and other services, we had to first complete the daunting task of reconciling these taxonomies. The time required for the reconciliation was longer than budgeted. Further, CICO had added a number of new service records to meet the requirements of our project, many of which needed verification before access by our site users. The site launch date was postponed further when it became clear that although Connecting Ottawa can probably muster the expertise necessary to edit and update site content, we lacked the capacity to satisfactorily enter and format the initial content. Accordingly, we contracted with Agentic for content entry also. At this point, Connecting Ottawa has

- Completed all content development and entry into a fully accessible English language site.
- Completed all content development required by the French language site and contracted with Agentic to enter the content into a fully accessible site, for completion by the end of January 2013.
- Contracted with CanTrust Hosting Cooperative to host the English and French language sites and with Agentic Digital Media for site management and administration.



- Launched the [English language site](#), effective 17 December 2012. (No audience data is yet available from Google Analytics.)
- Planned to launch the [French language site](#) on 1 February 2013.

BUDGET NOTES

51% of the annualized budget allocation has been spent. We expect that this activity will be within budget by the end of Year 1.

- Although our requirements for French language translation were considerably greater than originally intended, the result will be a superior user experience by Francophones and our costs will remain within budget for this item thanks to financial support from Legal Aid Ontario.
- Few costs associated with web site hosting, management and administration have yet been invoiced or accrued, but the prorated impact to the end of Year 1 will nevertheless be less than the annualized budget for the item. Actual costs of database development are over budget, because we failed to project HST (however, HST should be recoverable by South Ottawa CLS at their fiscal year end).
- Although we did not budget for content entry, we will be able to cover these expenses within our current budget allocation for this activity.

DEVELOP A POOL OF FACILITATORS AS INFORMED AND TRUSTED INTERMEDIARIES TO CONNECT CLIENTS

OUR CHALLENGE

For many clients – and particularly among our focus populations - a gap can exist between the point of referral and the point of legal services delivery; clients never actually connect with the services to which they have been referred. This gap can be bridged by trusted intermediaries who are volunteer facilitators trained and supported to problem solve with the client to systematically overcome the barriers to connection.

OUR INTENT

Connecting Ottawa planned to contract with Catholic Centre for Immigrants (CCI) to administer a program that would recruit, train, and pay honoraria to a pool of volunteer facilitators. Project staff would receive referrals from partners and match facilitators with clients on the basis of gender, culture, languages spoken, and availability.

PROGRESS

Implementation of this activity did not proceed as planned. A number of factors intervened – for example, funding and service cuts at CCI, dissolution of the International Legal Worker program that would have been a primary source for prospective facilitators, and concerns about the employment status of the facilitators - such that CCI negotiated a reduced role for their organization. It was agreed that CCI will advertize for facilitators using their extensive networks within the settlement and immigrant serving sector; Connecting Ottawa will screen interested persons, host orientation and information sessions for prospective facilitators, develop and deliver training sessions, match facilitators with clients for assignments, support and supervise the assignments, and reimburse facilitators for out-of-pocket expenses and pay honoraria after each successful assignment. Connecting Ottawa has developed policies and procedures designed to appropriately manage risk associated with this activity; for example, facilitators will not be allowed to use personally owned vehicles to transport clients. CCI will be a resource at training sessions and be available for advice and consultation, given their previous experience with “facilitation” activities in schools. CCI remains a committed and valuable partner despite their reduced responsibilities regarding this activity. At this point, Connecting Ottawa has

- Prepared the role description for a volunteer Facilitator; drafted confidentiality and privacy policies; developed administrative processes for assignments, logging activities, and payments
- Via CCI, advertized for first wave of facilitators, generating 36 expressions of interest, 22 women and 14 men; most prospects have higher education, including 14 foreign-trained lawyers and 3 physicians; although all prospects can speak at least one Official Language, 27 non-official languages are represented.
- Hosted 3 information sessions, with 29 prospective facilitators in total participating.
- Drafted a Volunteer Agreement that clarifies the relationship between Facilitators and the Connecting Ottawa (see Appendix 3).
- Developed training curricula and supporting materials, in consultation with CCI; 2 training days have been scheduled (14-15 January 2013). All facilitator prospects are expected to participate in one full day of training prior to assignment with a client; the purpose of training is not only to animate a shared learning experience re: active listening, problem solving, cultural competencies, privacy and confidentiality, maintaining personal boundaries, roles and responsibilities, etc., but also to create an opportunity for project staff to assess capacities and capabilities of prospective facilitators before committing to a first client assignment. Facilitators will be expected to file with us a report from Ottawa Police Service indicating positive Record Check appropriate for volunteers working with vulnerable populations in community non-profit agencies.

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- Anticipates having trained volunteer facilitators available for assignment by early February 2013.
- Expects to promote this resource – and other project services – at the 20 February conference, with referrals forthcoming. In the 4 months or so remaining in Year 1, we are optimistic that we can meet our prorated target of 10 clients supported to connect successfully with the service to which they have been referred.

BUDGET NOTES

Only 0.6% of the annualized budget allocation has been spent to date. We expect that the budget for this activity could be fully expended – but not exceeded - by the end of Year 1. Training costs and expenses related to service delivery have yet to be factored in, since the activity is still not operational.

The budget for this activity is very limited and will need revision at the end of Year 2 to reflect the necessary changes in its structure. For example, the value of volunteer honoraria has increased to better be assured of good recruitment and retention of facilitators; \$15 per assignment was originally envisaged, now increased to \$25 per assignment (this will be reassessed as part of year end evaluation of the activity, which will include facilitator feedback). Also, preliminary feedback from partners suggests that access to facilitator support may be the most attractive service offered by Connecting Ottawa to our partners. It is premature to even conjecture about future demand for this service, but the number of clients served will be limited by the financial resources that we are able to channel to this activity. Another significant change is that, with CCI withdrawing from its original role as administrator for the activity, these responsibilities will now fall to project staff and secretariat.

A revised proposal for funding of this activity – based on reallocations within the budget as approved - will be provided as part of Activity Report #2 in July 2013.

CONNECT LEGAL SERVICES AND SOCIAL SERVICES

OUR CHALLENGE

The challenge was set by Thomson and Cohl: to not only develop a multisectoral network of organizations with the potential to build sufficient capacity for legal services to work in closer cooperation with community health and social services, local agencies serving immigrants, and services for disabled persons with a view to ensuring a more integrated service response for clients from the our focus populations, but also build the capacity to advocate at a systemic level whenever the system itself has created barriers to accessible legal services.

OUR INTENT

At an inaugural conference in Ottawa in January 2011, Connecting Ottawa developed a multisectoral network of local service organizations committed to finding new ways of working to ensure access to justice for our focus populations. They endorsed a plan that would add staff resources to the network: a social services worker and a legal services worker that would be available to advise and consult with front-line providers of information, assessment and referral services to people with issues that would benefit from legal services. Our intent was not to relieve the overflow of demand for case management services, but to strengthen the existing capacity for competent case management among our partners and, where appropriate, support advocacy efforts for system-level changes.

PROGRESS

Connecting Ottawa has

- Expanded the network of partners to include 42 organizations (see Appendix 6), with active outreach to additional organizations that will be important to ensure successful outcomes for the project. To date, the network includes 17 community service agencies, 10 agencies serving immigrants, 9 organizations providing legal services, 5 agencies serving people with disabilities, and 1 agency providing interpretation and translation services. In the coming months, we will focus on outreach to additional organizations serving people with disabilities. Our intent is to grow the network to include any organization that can be a resource to our focus populations as they seek access to justice, but over time we will need to reassess our capacity to maintain and service a network of indeterminate size; this is a lesson yet to be learned.
- Contracted for office accommodations and human resources services from Centre de services communaires de Vanier, a Community Resource Centre that is already home to la Clinique juridique francophone de l'Est d'Ottawa. Since the project is not incorporated, we needed to contract with a partner willing to be the “employer of record”, manage payroll and benefits administration, provide the security of mature personnel policies and other human resources infrastructure, and provide office accommodations, in return for a modest “allocated admin” fee. CSC Vanier was our preferred choice, given their prior association with (and collocation with) a Community Legal Service. An agency that has French as its language of business, we saw CSC Vanier as another means to better ensure inclusion of Francophones, despite limited budget resources that otherwise guaranteed access to Anglophones.
- Recruited and retained a social services worker (Marian Green, BSW, RSW – a social worker) and a legal services worker (Natalie Drolet, LLB, MA – a lawyer) who commenced employment on 4 September 2012. The job descriptions (see Appendix 3) required written and oral competency in English, with the ability to communicate in French “preferred”; we were fortunate to recruit to well-qualified candidates who are fluently bilingual in both Official Languages, supported by a francophone working environment. Response to our recruitment was excellent: 60 applicants for the legal services posting, 83 applicants for the social services worker posting. A multidisciplinary hiring committee appointed by the project Advisory Group interviewed 4 short-listed candidates for each job before appointing Marian and Natalie to the positions. To date their focus has been to understand the scope and scale of the project, introduce themselves to our partners, raise awareness about the project, research the existing PLEI resources available in Ottawa, augment our database of local legal services, and begin the process of implementing the project’s planned activities.
- Reached out to current and prospective partner organizations to liaise with primary contacts, to improve our understanding of the current capacity of our partners to connect our focus populations with legal services, and to reaffirm the ways in which the project can best support and build that capacity. Using a structured interview approach, Marian and Natalie (“the staff”) had 71 meetings with 52 different organizations. In addition, staff organized 4 sector group meetings, whereby partners from the same service sector gathered to discuss the project and respective roles and potential contributions. All these meetings focused on
 - Understanding the client population, especially the extent to which they experience barriers to communication,
 - Sharing best practices when responding to issues raised by these populations,

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- Prior history and experience when referring to legal services,
 - Exploration of ways that the project can improve that experience,
 - Exploration of training opportunities,
 - Determination of the most effective ways to maintain productive liaison with partners and other stakeholders, and
 - Soliciting invitations for the project to meet with staff groups to raise awareness and promote use of project services.
- Provided case consultation and advice to network partners. Although we intend to be much more proactive by scheduling our availability for consultation on site with partners, to date staff have reacted to requests for services. Our consultation has understandably been fairly limited during this start-up phase; nevertheless, our social worker has logged a total of 21 hours in consultation with 3 partners concerning 12 different clients (11 with language barriers, 1 with a disability), and our lawyer has logged a total of 15 hours in consultation with 4 partners concerning 6 different clients. (3 case studies are presented in Appendix 5.)
 - Initiated the process of adding students to the project. We have connected with University of Ottawa Faculty of Law and Carleton University School of Social Work and discussed potential roles for students on placement with the project. We will participate in the Winter Agency Fair at the School of Social Work on 22 January 2013 to raise student awareness of the project and learning possibilities with us. In addition, we have connected with the Social Justice Caucus and Student Elder Law Club at University of Ottawa. We expect to complete our planning for placements by the end of March, with students joining us in the spring.
 - Plan to collaborate with ARCH, Legal Clinic of Guelph & Wellington County and CALC Belleville to develop “ a common assessment tool or checklist for use both internally at our clinics to red flag both legal and non-legal issues (requiring appropriate community referrals) and to train "trusted intermediaries" on how to red flag legal issues that need attention for people in our (potential) client group [who require] accurate referrals to Legal Aid, legal clinics, or some other advocacy or enforcement organizations”. We will meet in Toronto on 17 January 2013.
 - Participated in learning opportunities:
 - Workplace Human Rights (Worker Action Centre)
 - Elder Law (ACE)
 - Working with Deaf Clients and Clients with Hearing Loss (Canadian Hearing Society/ARCH)
 - PLE and Social Action (CLEO)
 - Emerging Issues on Disability Rights (CALC Belleville)
 - Changes to Applications for Permanent Residents based on Humanitarian and Compassionate Grounds (Canadian Council for Refugees)
 - Human Trafficking (College of Public Affairs, Carleton University)
 - Set goals for the next 3 months (to 31 March 2013)

BUDGET NOTES

15% of the annualized budget allocation has been spent to date. We expect that this activity will be well within budget at the end of Year 1.

Salaries and benefits constitute the greatest proportion of the budget for this activity; since staff was not in place until September, we anticipate spending only 80% of allocated staffing costs in Year 1, projecting a year end surplus for this activity, attributable to salaries and benefits, of \$7,500. All other costs are presently well within budget.

SUBSIDIZE COSTS OF CONNECTING CLIENTS WITH LEGAL SERVICES

OUR CHALLENGE

Because our focus populations are invariably living with incomes below the poverty level (LICO), their access to justice is limited not only by their relative inability to communicate their issues and navigate the legal service system, but also by the costs of actually accessing affordable legal services and translation/interpretation services, and even public transit fares and child care.

OUR INTENT

To advocate for measures that will ensure the affordability of legal services for all persons accessing justice, and to manage a modest fund that could purchase interpretation and translation services that are not eligible for LAO subsidy; sign language interpretation, assisted and augmentative communication services for people with disabilities, and language translation and interpretation services for allophones that are just beginning their navigation of the system (often via contact with a community health or social service partner organization).

PROGRESS

There has been little activity related to this; given that our resource allocation to this activity is very limited and that access to the project fund is intended as an option of “last resort”, this is probably a good thing.

BUDGET NOTES

The only expense to date relates to the purchase of bus tickets to facilitate client transit to appointments. We are clearly well within the budget and expect to remain so at year end. However, we are painfully aware that just one client with a disability that requires a paid intervener to interpret could challenge our resources.

COORDINATE ALL ACTIVITIES, MANAGE PROGRAMS, EVALUATE OUTCOMES

OUR CHALLENGE

To manage a project that will move from being “a good idea” to being a demonstration of “good practice” and excellent outcomes.

OUR INTENT

Our purpose is to strengthen the capacity of network partners without creating another organization, by resourcing and coordinating activities, evaluating performance and outcomes, ensuring that all partners understand their contribution and role over time, and communicating regularly and effectively with our network partners and other stakeholders.

PROGRESS

The Advisory Group contracted with communitas consulting to provide project management and secretariat services, 1 July 2012. The project coordinator provides progress reports at every meeting of the Advisory Group, meets with project staff each week, approves all project expenditures, works with the bookkeeper (at South Ottawa CLS) to ensure the project's financial health, and is always available for consultation about the many and varied issues that have emerged during this implementation phase of the project.

- The Advisory Group met on 21 June 2012 and 4 October 2012. It will meet on 10 January 2013 to receive and approve this First Activity Report.
- During this period three Action Groups have been meeting:
 - to plan for our annual conference, scheduled for February 2013,
 - to develop and deliver content for the project web site, and
 - to implement the facilitator program.
- Work continues to develop and implement administrative systems required (job/role descriptions, program descriptions, eligibility requirements, work flow, invoicing and payments, records management and administration), and to provide the logistical and administrative support services necessary to build the overall capacity of the network.
- The secretariat provided staff search and recruitment services (advertisement and application process, candidate screening, selection criteria/process, scheduling of interviews, managing job offers, enabling the employment relationship with partners, staff training and orientation, etc.).
- The secretariat negotiated purchase of service to provide staff with office space and furnishings, and purchased necessary equipment and cloud services (Google Apps, Mavenlink, Base, etc.) to support a mobile staff.
- The Partnership Agreement has been revised. The current Agreement (which expressed support for a proposal to the Law Foundation) expires on 31 March 2013. Partners will be asked to renew until the scheduled end of the project.

BUDGET NOTES

36% of the annualized budget allocation has been spent to date. We expect that this activity will remain within budget at the end of Year 1. Because secretariat services have been contracted at a fixed price for deliverables, cost overrun will be unlikely.

SHARE LESSONS LEARNED

OUR CHALLENGE

To share our experience – good and not so good - with peers and colleagues so that the system of legal services is strengthened and is more readily accessed by our focus populations.

OUR INTENT

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We will not only host an annual conference for network partners and interested stakeholders but also to seek out conferences, symposia and other opportunities to make presentations, participate on panels, offer workshops, and poster lessons learned to audiences of our peers and colleagues in community services, especially legal services. In addition, to further develop and inform our network of partners, the project will produce and electronically distribute a newsletter (the *Communiqué*) bimonthly.

PROGRESS

Although the project is still young and not all activities have been fully implemented we still have many experiences to share about our process to date.

- The *Communiqué* was released and distributed in June, September and December 2012. Copies of all newsletters are [available for download](#) at the project web site.
- We contributed to an article in the [Ontario Lawyers Gazette \(Winter 2012\)](#), p. 20: “A Better Foundation for Justice: All Together Now in Ottawa”.
- We were invited to participate in a panel presentation (“Collaboration for Impact: Making the Most of our Sector”) at the 2012 PLEAC Conference in Toronto, 25 October 2012. (Adverse weather intervened: Gary Stein was unable to join the panel but shared presentation materials.)
- We are planning our second annual conference, all day on 20 February 2013 at Centre Richelieu-Vanier in Ottawa, for up to 75 participants from partner and stakeholder organizations. The conference objectives are
 - Renew commitment to the network
 - Update the network on the progress of the project
 - Solicit feedback from partners and stakeholders
 - Encourage cross-sectoral collaboration and knowledge-sharing
 - Showcase the web site resource
 - Explore issues of common interest and concern

The program is still being finalized, but will include two plenary presentations followed by panel and plenary discussions, work group discussions on a broad range of emerging issues, and an opportunity for updates on the project itself and lessons learned to date. There will be no fee to participate in the conference. We will take care to ensure that the conference is fully accessible and inclusive.

BUDGET NOTES

There have been few expenses incurred to date, although we expect that the fairly modest allocation to the conference will be fully spent by the end of Year 1.

FINANCIAL REPORT

CONNECTING OTTAWA		
STATEMENT OF OPERATIONS		
FOR THE SIX MONTH PERIOD FROM JULY 1 TO DECEMBER 31, 2012		
	Budget	Actuals
REVENUE		
2.0 Law Foundation of Ontario	271,008	121,071.60
EXPENSES		
3.1 Promotion 211/Training		
Equipment	800	-
Materials and Supplies	500	-
Travel	1,200	-
Training/Professional Development	2,000	-
	4,500	-
3.2 Website Hosting, Management and Administration		
Database Development	6,500	6,756.10
Translation	800	-
Website Hosting, Management and Administration	6,000	41.21
	13,300	6,797.31
3.3 Facilitators to Connect Clients and Legal Services		
Materials and Supplies		19.02
Training	300	42.65
Volunteer (IPL) Honoraria	1,500	-
Travel		68.83
Administration	225	-
	2,025	130.50
3.4 Legal Worker/Social Worker Connection		
Allocated Administration	10,000	2,500.00
Cloud/Mobile Services	2,000	1,131.55
Equipment Purchases	3,000	81.01
Materials and Supplies	1,200	139.77
Meeting Costs	600	75.94
Salaries: Legal Worker	60,000	8,999.99
Salaries: Social Worker	65,000	8,999.99
Employee Benefits	25,000	2,112.50
Staffing Costs		534.25
Training/Professional Development	2,000	486.96
Translation/Interpretation	4,000	-
Travel	4,800	687.19
	177,600	25,749.15
3.5 Overcoming Barriers to Accessibility		
Materials and Supplies		47.78
Translation/Interpretation	2,000	-
Transspotation/Child Care, Etc	1,000	-
	3,000	47.78
3.6 Secretariat		
Bank Charges		9.75
Meeting Costs	250	-
Purchases Services	50,000	18,709.20
Training/Professional Development	1,500	-
Travel	1,500	424.27
	53,250	19,143.22
3.7 Shared Lessons Learned		
Annual Conference	2,500	250.12
		9.46
Travel	2,000	-
	4,500	259.58
3.8 Cotingency		
Equipment Purchases		2,338.93
	12,833.00	2,338.93
Total Expenses	271,008.00	54,466.47
EXCESS OF REVENUE OVER EXPENSES	0.00	66,605.13
CONNECTING OTTAWA		
BALANCE SHEET AS AT DEEMBER 31, 2012		
ASSETS		
Cash		83,215.19
Accounts Receivable		288.60
LIABILITIES		
Due to (from) General Fund		(4,725.99)
Accounts Payable		(12,172.67)
FUND BALANCE (Surplus)		66,605.13

APPENDIX 1

THE LOGIC MODEL

Connecting Ottawa will demonstrate ways and means that networks of organizations can better support the focus populations to access justice. Our plan requires a clarity of purpose and a clear articulation of the resources available, the assumptions upon which we propose to act, and why we believe that our proposed activities will achieve the desired outcomes. Our logic model is a versatile tool that can support project development, implementation, and evaluation. When combined with a detailed work plan, we have a roadmap for our program, highlighting how it is expected to work, what activities need to come before others, and how desired outcomes can be achieved. It provides a framework that will enable us to reflect upon the impact of our activities and reassess our direction and process.

Many of our activities are innovative; they are based on assumptions and a theory of change that will be tested as the project unfolds over time. As we learn from our experience and share what we have learned with others that may be interested in doing what we have done, we need a model that articulates the plan and can inform future changes to the plan that will improve outcomes.

The logic model that follows has value and relevance for our ...

- Planning - It helps us to think through program strategy and helps clarify where we are and where we want to be;
- Management – It connects the dots between resources, activities, and outcomes to serve as a foundation for creating budgets and work plans and managing results;
- Communication – It shows our partners how activities link to what we want to achieve;
- Consensus Building – It builds common understanding and promotes buy-in by the full network of partners;
- Resource Development – It demonstrates to funders that we have purposefully identified what the CR/O project will do, what it hopes to achieve, and what resources it will need to succeed.
-

An effective demonstration will depend on our evaluation strategy – which begins with this logic model. Further refinement of the model will define outcomes in measureable terms. Our experience to date suggests that there is little by way of “baseline data” against which we can measure the impact of our activities. Accordingly, we will devise an evaluation strategy that will include process measures (number of events associated with an activity, number of clients and trusted intermediaries impacted, etc.), qualitative data collected from clients and front-line staff (anecdotal evidence of impact, collected via surveys and interviews), and case studies. The evaluation plan will be completed by month 6 of Phase 2 implementation.

CONNECTING REGION/OTTAWA Logic Model

PROBLEM STATEMENT

Build capacity within Ottawa's community health and social services sectors to identify legal issues and provide basic legal information and timely referral to legal services for our focus populations; persons who speak neither English nor French and for persons who have a significant communication difficulty as the result of a sensory impairment or a speech or language disorder.

PROGRAM GOALS

1. Provide information that will help the focus populations (and those who act as trusted intermediaries) understand their legal rights, and provide information about the legal services available to help them to exercise those rights.
2. Ensure that "every door is the right door" to legal services by training and supporting assessment/information/referral (AIR) professionals and other front-line service providers to identify when a client from the focus populations requires a legal service and then to connect the client to the appropriate legal service.
3. Ensure that the focus populations have timely and appropriate access to interpretation and translation services and/or augmentative communication devices and services by systematically removing barriers to access.
4. Support legal services organizations to provide services to the focus populations within a framework that acknowledges issue complexity.
5. Demonstrate a collaborative model that is cross-sectoral, interdisciplinary and effective; evaluate; share lessons learned with interested others in Canada.

WHAT RESOURCES ARE AVAILABLE?

- Network of Ottawa community health/social/legal services organizations - 35 partnership agreements.
- Designation as a "Connecting Region" by Law Foundation (Access to Justice Fund). Funding required for plan implementation/sustainability.
- Interim funding support for project coordination & website development (LAO Poverty Law Client Services Coordination Fund).

RATIONALE - Theory of Change	ASSUMPTIONS
<ul style="list-style-type: none"> • Focus populations are unaware that complex issues may have a legal component that would benefit from a legal service. • Access to interpretation/translation services will enable their communication re: these issues. • Trusted intermediaries can facilitate communication & assist with system navigation when appropriately resourced. • System change is possible when motivated organizations share resources and collaborate using a client-centred approach. 	<ul style="list-style-type: none"> • Trusted intermediaries (incl. agency staff) need access to information & resources to assist successful navigation of legal system to justice by focus populations . • Even if focus populations know how to access the desired legal service there are often affordability, language/communication and related accessibility barriers to overcome. • Community health/social/legal service agencies are committed to change processes to improve system navigation & service outcomes for diverse linguistic minority populations.

LAW FOUNDATION OF ONTARIO – CONNECTING REGION INITIATIVE – PHASE 2

ACTIVITIES	OUTPUTS	SHORT TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG TERM OUTCOMES
[1] Promote 211 as coordinated hub for AIR services	211 is an effective IAR resource for legal services	Increased use of 211 by partners as default referral resource	211 recognized by partners as the centralized hub for referral services for focus populations	<p>A network of diverse community agencies collaborate to demonstrate new & effective ways to improve the experience of accessing justice for our focus populations;</p> <p>Our focus populations have been supported by informed and resourceful "trusted intermediaries" to understand and exercise their legal rights;</p> <p>All barriers to timely, appropriate & affordable access to community legal services have been removed;</p> <p>The CR/O model is widely acknowledged as a successful multi sectoral initiative that will stimulate further innovations in system navigation by marginalized populations..</p>
[2] Promote & sustain CR/O website	Website is a reliable resource to access local legal services	Website is stable, regularly updated, secure, & maintained Website is a source of comprehensive information	Website is used as the portal to Ottawa legal services for our partners & clients from focus populations	
[3] Develop pool of informed "trusted intermediaries" to connect clients	Train & support staff & foreign-trained legal professionals as trusted intermediaries	Staff & volunteers will be skilled & trusted intermediaries for focus population	Referred clients will actually connect to the legal services to which they have been referred	
[4] Connect legal services & social services	Employ 1 legal worker & 1 social worker as team to be collocated at partner site	Legal services & social services work closely together using a holistic response to complex issues	Focus populations with complex social/legal issues appreciate a more comprehensive & coordinated services; Intersectoral collaboration grows	
[5] Manage a fund allocation that can offset costs of connecting client with legal services	Subsidize interpretation, translation, and transportation for low income clients	Low income clients can afford transit; partners can access interpretation to communicate with focus populations	Financial barriers to accessing legal services will be lowered	
[6] Coordinate all CR/O activities; manage programs; evaluate outcomes	A secretariat resource supports all planning & service coordination activities	Partners remain meaningfully engaged; activities proceed; goals achieved	A sustainable CR/O Network performs well and meets its objectives	
[7] Share lessons learned	Annual conference for partners; post web news; CR/O experience is shared at workshops/ conferences locally & provincially	Other legal services and agencies serving focus populations are aware of strengths/ weaknesses of CR/O model	The best features/ functions of CR/O model are replicated in other communities.	

APPENDIX 2

WORK PLAN (YEAR 1)

		2012						2013					
06/01/2013		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
MONTH #		1	2	3	4	5	6	7	8	9	10	11	12
0	ACCOUNTABILITY												
0.1	Sign funding agreement with LFO	✓											
0.2	Approve/Review work plan & operating budget	✓						✓					
0.3	Report to Advisory Group				✓			✓					
0.4	Report to LFO												
1	PROMOTE 211 AS A COORDINATED HUB FOR IAR SERVICES												
1.1	Negotiate service agreement with CICO		✓										
1.2	Augment CICO/211 database re: legal services		✓	✓									
1.3	Develop/test survey tool re: awareness of 211				✓	✓							
1.4	Train CICO re: IAR for legal services			✓	✓								
1.5	Administer survey to partners					✓	✓						
1.6	Train partners re: 211 as default IAR resource					✓	✓	✓	✓	✓	✓	✓	✓
2	LAUNCH, PROMOTE, MAINTAIN CONNECTING OTTAWA WEB SITE - connectingottawa.com												
2.1	Convert taxonomy to machine-read		✓	✓	✓	✓	✓						
2.2	Contract web hosting/maintenance services	✓				✓	✓						
2.3	Beta Launch; confirm functionality; approve				✓	✓							
2.4	Public launch; announcements						✓						
2.5	Promote web site as IAR tool with partners							✓	✓	✓	✓	✓	✓
2.6	Updates to content												
3	DEVELOP POOL OF FACILITATORS TO CONNECT CLIENTS												
3.1	Negotiate service agreement with CCI		✓	✓									
3.2	Recruit, train facilitators							✓				✓	✓
3.3	Determine pool admin procedures							✓	✓				
3.4	Facilitators available to deploy								✓	✓	✓	✓	✓
3.5	Facilitators matched & deployed								✓	✓	✓	✓	✓

APPENDIX 3

ROLE DESCRIPTIONS

LEGAL SERVICES WORKER

- The project will employ a legal worker who will work closely with a social worker as part of a mobile team. Their primary purpose will be to build the capacity of legal services to work in closer cooperation with community health and social services, local agencies serving immigrants, and services for disabled persons to ensure a more integrated service response for clients that present with a legal issue. Further, the legal worker will build the capacity to advocate at a systemic level whenever the system itself creates barriers to accessible legal services for clients.
- The legal worker will advise and consult with front-line staff and trusted intermediaries at partner organizations throughout Ottawa concerning their clients' legal issues, system navigation and assessment, information and referral activities related to complex issues that require access to legal services.
- The legal worker will provide legal education and information outreach services by identifying and reaching out to ethnic and cultural communities and to community organizations that respond to the needs of persons living with a communications disability, regarding how to overcome communications barriers to understand the law, how to deal with the legal issues that affect their lives, and how to use the opportunities and the protections offered by the legal system.
- The legal worker's duties will not include case work or direct service with clients but will include advice to caseworkers engaged in crisis intervention and document preparation in some urgent matters. The legal worker will supervise law/paralegal students engaged in direct service with clients and legal education outreach activities.
- The legal worker will assist with the evaluation of Connecting Ottawa's impact and outcomes by contributing to data collection and analysis and by reporting regularly to the project Action Group.
- Employees of the project will be collocated with staff of la Clinique juridique francophone de l'Est d'Ottawa at le Centre des services communautaires Vanier.

Requirements

- Degree or diploma in Law or Paralegal Studies and a minimum 2 years' experience focused on the needs of a low-income and culturally diverse population. Membership in good standing of the Law Society of Upper Canada for lawyer applicants.
- Access to a vehicle is required.
- Excellent knowledge of the legal and other issues related to Ontario Works, Ontario Disability Support Program, Housing, Canada Pension Plan, Employment Insurance and other matters affecting low-income residents. Excellent knowledge of services that access justice for persons with disabilities and cultural/linguistic minorities, and a general knowledge of community resources and cultural patterns in the Ottawa area.
- Demonstrated experience in housing and social assistance, refugee and immigration law (experience in other areas of law are an asset but not required).
- Experience as a consultant, advisor or coach; experience providing community education workshops and group facilitation; experience with student supervision; experience with linguistic minorities and persons who face barriers to communication because of a disability; experience in a multidisciplinary and/or multiservice setting; experience with legal education outreach in an urban setting; experience with interdisciplinary and cross-cultural practice.

- Proven capabilities in a self-directed team. Demonstrated success using innovative and collaborative approaches to public legal education and legal service delivery. Demonstrated effectiveness as a problem solver.
- Ability to build relationships, strong verbal and written skills, focus on best and strength-based practices, a desire to connect with community to engage people about access to justice by marginalized linguistic groups, and a strong ability to generate positive opportunities are all essential to making this position fun and exciting.
- Competency in computer software and mobile technologies (MS Office, Google Apps, iOS, etc.)
- High competency in English essential; working knowledge of French is preferred.

SOCIAL SERVICES WORKER

- The project will employ a social worker who will work closely with a legal worker as part of a mobile team. Their primary purpose will be to build the capacity of community health and social services, local agencies serving immigrants, and services for disabled persons to work in closer cooperation with legal services to ensure a more integrated service response for clients that present with a legal issue. Further, the social worker will build the capacity to advocate at a systemic level whenever the system itself creates barriers to accessible legal services for clients.
- The social worker will advise and consult with front-line staff and trusted intermediaries at partner organizations throughout Ottawa concerning system navigation and assessment, information and referral activities related to complex issues that require access to legal services.
- The social worker will provide legal education and information outreach services by identifying and reaching out to ethnic and cultural communities and to community organizations that respond to the needs of persons living with a communications disability, regarding how to overcome communications barriers to understand the law, how to deal with the legal issues that affect their lives, and how to use the opportunities and the protections offered by the legal system.
- The social worker's duties do not include case work or direct service with clients but will include advice to caseworkers engaged in crisis intervention. The social worker will supervise social work/social services students engaged in direct service with clients.
- The social worker will assist with the evaluation of Connecting Ottawa's impact and outcomes by contributing to data collection and analysis and by reporting regularly to the project Action Group.
- Employees of the project will be collocated with staff of la Clinique juridique francophone de l'Est d'Ottawa at le Centre des services communautaires Vanier.

Requirements

- Degree or diploma in Social Work or Human Services and a minimum 4 years' experience in a similar position. Eligible for registration with OCSWSSW.
- Access to a vehicle is required.
- Excellent knowledge of community health and social services, services for persons with disabilities, immigrant and settlement services, community legal services and other helping resources in the Ottawa area. Knowledge of issues related to diversity, disability, the ability to communicate, and the needs of persons living with poverty.
- Experience as a consultant, advisor or coach; experience providing community education workshops and group facilitation; experience with student supervision; experience with linguistic minorities and persons who face barriers to communication because of a disability; experience in a multidisciplinary and/or

multiservice setting; experience with program outreach in an urban setting; experience with cross-cultural practice.

- Proven capabilities in a self-directed team. Demonstrated success using innovative and collaborative approaches to service delivery. Demonstrated effectiveness as a problem solver.
- Ability to build relationships, strong verbal and written skills, focus on best and strength-based practices, a desire to connect with community to engage people about access to justice by marginalized linguistic groups, and a strong ability to generate positive opportunities are all essential to making this position fun and exciting.
- Competency in computer software and mobile technologies (MS Office, Google Apps, iOS, etc.)
- High competency in English essential; working knowledge of French is preferred.

FACILITATOR (VOLUNTEER)

The primary role of the Facilitator will be to bridge the gap that can exist between the point of referral and the point of legal services delivery for persons who have a significant communication difficulty. The role involves

- Reaching out to persons who have been referred to a legal service but who may not be able to access the service without the support of a Facilitator. The Facilitator is an accessible and approachable resource to the person. The person must be able to establish a trusting relationship with the Facilitator.
- Solving problems that may prevent the person from actually connecting with the legal service; for example, navigation, transportation, explanation of the services sought, etc.
- Assisting persons to communicate their issue and their need for service to the service provider. The Facilitator's ability to speak the language of the person is essential. Note, however, that the role does not include interpretation; the communication of legal terminology and advice is best provided via a certified Professional Language Interpreter.

Requirements

- Articulate in English or French
- Facility in a language other than English or French
- Strong communications skills
- Prior experience in a "helper" role
- Cultural competence
- Personable; able to relate well to others
- Demonstrated skills as a problem solver
- Accessible, available, flexible
- Able to provide a positive Police Record Check

Preference will be given to persons with the following additional attributes

- Prior exposure to the legal system and legal services
- Some knowledge of conflict resolution processes
- Some knowledge of community resources
- Post-secondary education
- Foreign-trained professional

Management & Administration

- Volunteer facilitators will be recruited, trained, matched with persons in need of support, and supervised by Catholic Centre for Immigrants.

- Volunteer facilitators will receive an honorarium and will be reimbursed approved out-of-pocket expenses incurred while actively supporting clients to access legal services. Honoraria and expenses will be administered by the Connecting Ottawa Secretariat.

VOLUNTEER AGREEMENT

Made as of ____ day of _____ 20

BETWEEN

Connecting Ottawa (referred to below as the “Project”)

AND

_____ (referred to below as the “Volunteer”)

Introduction

Connecting Ottawa is committed to developing and sustaining a network of community health, legal, immigration, and social services agencies and other community service organizations that share a common vision to improve the delivery of legal information, referrals and services and to act as trusted intermediaries for Ottawa residents who speak neither English nor French or who have a significant communication difficulty as the result of a sensory impairment or a speech or language disorder.

Even when a person has been appropriately assessed as having a problem that could benefit from a legal service, and even when a particular service has been recommended and an appropriate referral has been made, the person may never successfully connect with the legal service. The Project has developed a strategy to train and match multilingual and culturally competent volunteers as Facilitators to support people to overcome language/communication and other related accessibility barriers to justice.

Services to be provided by the Volunteer

Connecting Ottawa wishes to engage the Volunteer to provide services as a Facilitator. These services will be provided personally by the Volunteer and by no other person than him/herself. While providing these services, it is understood that the Volunteer will not be acting as an employee of the Project.

The primary role of the Facilitator will be to bridge the gap that can exist between the point of referral and the point of legal services delivery for persons who have a significant communication difficulty. This will require

- Reaching out to persons who have been referred to a legal service but who may not be able to access the service without the support of the Volunteer. The Volunteer will be an accessible and approachable resource to the person. The person must be able to establish a trusting relationship with the Volunteer.
- Solving problems that may prevent the person from actually connecting with the legal service; for example, navigation, transportation, explanation of the services sought, etc.

- Assisting persons to communicate their issue and their need for service to the service provider. The Volunteer’s ability to speak the language of the person is essential. Note, however, that the role will not include interpretation; when required, the communication of legal terminology and advice will be provided via a certified Professional Language Interpreter.

The Volunteer agrees to be available for assignment by the Project to provide the services described above to persons in need of these services. The Volunteer is under no obligation to accept an assignment. However, whenever the Volunteer has accepted an assignment and has agreed to provide services under this Agreement, the services are to be provided diligently and in a responsible manner and will be completed to the full satisfaction of the Project.

Services to be provided by the Project

The project will make every effort to ensure that the assignments can be completed satisfactorily by the Volunteer, by

- Appropriately matching the Volunteer to persons in need of Facilitator services, on the basis of language, culture and other characteristics relevant to a successful outcome;
- Providing access to training, information, guidance and support for successfully connecting with an assigned person and delivering services;
- Appreciating the Volunteer’s availability by providing an honorarium: \$25 per assignment, payable on the basis of invoices submitted by the Volunteer on completion of an assignment. An assignment shall be considered completed when the person has successfully connected with the legal services that s/he requires. Payments shall be made to the Volunteer;
- Reimbursement of out-of-pocket expenses incurred by the Volunteer in the course of providing services as a Facilitator, provided that the expenses have been approved in advance by the Project;
- Providing the Volunteer with a Police Record Check Report, as a resource to be used to support further employment or volunteer opportunities; and
- Providing the Volunteer with a performance appraisal and a reference, as a resource to be used to support further employment or volunteer opportunities.

This Agreement may be terminated at any time for any reason by either the Volunteer or by the Project. Upon termination of the Agreement, the Project shall have no further obligation to the Volunteer except for the Volunteer’s honoraria accrued but not yet paid to the date of the termination.

Communication

Any notice or other communication by the Project to the Volunteer shall be directed to the Volunteer’s last known address.

Any notice or communication by the Volunteer to the Project shall be directed to the attention of Project staff at

Vanier Community Service Centre
290 Dupuis Street
Ottawa
ON K1L 1A2

Signatures

The signatures below acknowledge receipt and acceptance of the Agreement by the Volunteer and the Project.

APPENDIX 4

CASE STUDIES

Sara

FACTS

Deborah from The In Community contacted Natalie (Lawyer) at Connecting Ottawa regarding “Sara”, a user of their Supportive Housing Program which provides non-medical assistance to adults with physical disabilities in one of several accessible apartments in Ottawa.

Sara had contacted The In Community following receipt of a letter from the City of Ottawa Rent Supplement Program stating that as of November 30, 2012, she would cease to qualify for rent geared to income unless she paid her previous landlord the amount of \$35,924.94 by October 31, 2012. It also included an internal review form for the decision.

The previous landlord was associated with the last apartment she had rented through the City of Ottawa Rent Supplement Program and The In Community. Sara uses a wheelchair for mobility; the landlord claimed that there had been damage done to the apartment in the amount of \$35,924.94. Neither Sara nor The In Community had ever previously been alerted to this problem by the landlord. The In Community had installed guards to protect the walls in the apartment.

Sara receives ODSP benefits and can neither afford to repay the landlord nor lose her benefits under the Rent Supplement Program. Deborah was unsure whether Sara understood the seriousness of the problem.

INTERPRETATION/ ACCESSIBILITY NEEDS

- Sara speaks Arabic and very little English
- Sara uses a wheelchair for mobility

AREA OF THE LAW

- Housing

REFERRAL

- Community Legal Services Ottawa Centre

ACTIONS TAKEN

Natalie gathered the facts of the case by telephone. She contacted Community Legal Services Ottawa Centre (CLSOC), as the client lived in its catchment area, it is accessible and it is a legal clinic that practices Housing law. Natalie explained to the receptionist that the client spoke very little English and would need an interpreter for the meeting. The receptionist stated that interpreters were never booked for a client’s first meeting, and that clients were asked to bring a friend or family member to translate for them. Natalie then called Deborah to ask whether Sara had a friend or family member prepared to translate and was informed that she did not. Natalie sought

clarification on the community legal clinics' use of interpretation services from Gary Stein, who stated that if the client could not bring a trusted intermediary to an appointment to translate, then the legal clinic should book an interpreter. Natalie called the CLSOC and advocated on Sara's behalf to have an interpreter booked. Natalie was told that an interpreter would be booked; however, this is not normally the clinic's procedure. Sara met with a lawyer and is awaiting a decision on her case. Later, Natalie discovered that an interpreter had not in fact been booked for the appointment.

OTHER COMMENTS

This case was an eye-opener for Connecting Ottawa, because it had been our understanding that community legal clinics had access to interpretation services through MCIS and yet, this community legal clinic has a policy not to offer interpretation to clients for the first appointment, even in cases where the client does not access to a trusted intermediary who can translate. To follow up on this issue, the Connecting Ottawa team will continue to advocate on behalf of clients so that they receive the interpretation services they need. Connecting Ottawa will also research and address any systemic barriers to the community legal clinics' use of MCIS.

Aimee

FACTS

Community Legal Services contacted Marian (Social Worker) at Connecting Ottawa regarding "Aimee", who had fallen into rent arrears following the breakdown of her second marriage and had been ordered to vacate her apartment by the end of the month. Partial ODSP benefits – insufficient to cover the cost of rent, let alone other living expenses – were her only income. Aimee has intellectual and cognitive disabilities and has difficulty expressing her needs, especially top persons perceived to be in authority; she is heavily dependent on her sister to be her personal advocate. She has few skills for independent living; her spouses took primary responsibility for meal preparation and household management. Although Aimee volunteers at a Community Centre, she is otherwise socially isolated and unconnected with and community health or social services.

Aimee's landlord was willing to move her to a more affordable unit but only if another person cosigned the lease or ODSP made direct rent payments from her benefits. It is unlikely that Aimee is capable of understanding the terms of her lease. Community Legal Services has referred Aimee to Housing Help, a housing information and assistance agency.

INTERPRETATION/ ACCESSIBILITY NEEDS

- Intellectual/Cognitive disability
- Speech impediment; stutters

REFERRAL

- Housing Help
- Social Housing Registry
- Community Health Centre – housing loss prevention services

ACTIONS TAKEN

Marian researched other possible housing options for Aimee. Although she is eligible for social housing, waiting lists are long. Aimee's name was added to the Social Housing Registry for consideration for subsidized housing when available. In addition, it is possible that Aimee would be considered eligible for supportive housing; Marian

provided information to Community Legal Services and Housing help about the City of Ottawa Domiciliary Hostel program. Access to supportive housing requires referral from a family physician. Since Aimee has no family physician, she was referred to the local Community Health Centre for primary health care services and access to housing loss prevention counselling and support. Marian also consulted with Housing Help to determine the availability of additional housing search support for someone with Aimee’s intellectual and other limitations. Marian was available for a case management conference with Aimee, her sister and Housing Help staff.

OTHER COMMENTS

This case highlighted one of the challenges associated with Connecting Ottawa offering a case consultation and support service as opposed to a case management service. Since Aimee was not a “client” of Connecting Ottawa, issues of confidentiality prevented us from sharing any identifying information with organizations to which we wanted to support a referral. Our role is to seek out resources, consult, advise, recommend, and otherwise support our network partners who are managing complex cases with challenging clients; this can make it difficult to mobilize direct services.

Maisha

FACTS

Le Conseil Économique et Social d’**Ottawa** Carleton (CÉSOC), an agency that promotes the integration and economic development of ethnocultural minority Francophones, contacted Natalie (Lawyer) and Marian (Social Worker) at Connecting Ottawa regarding “Maisha”, a Kenyan woman who came to Canada in 2011 as a live-in caregiver employed by an Embassy. Maisha complained to her employer about long working hours, low wages from which she was expected to repay her employer for living costs, the fact that she was not allowed to leave the workplace except to be escorted to church on Sunday, and the fact that she was disallowed contact with anyone outside the workplace. When she asked for a copy of her employment contract, her employer refused and took her passport. Maisha’s passport was returned with her visa “cancelled without prejudice” by the Ministry for Foreign Affairs. Since she left the employer’s residence, she has been homeless, residing at Shepherds of Good Hope shelter; her only income is a Personal Needs Allowance (\$4/day). She currently has no legal status in Canada.

INTERPRETATION/ ACCESSIBILITY NEEDS

- First language is Swahili; limited English

REFERRAL

- Legal Aid Ontario Duty Counsel
- Cornerstone Housing for Women

ACTIONS TAKEN

Marian and Natalie escorted Maisha to LAO Duty Counsel for information and legal advice about her immediate and longer term options. Maisha was also connected with an immigration lawyer, once it became clear that she had not entered Canada under the domestic workers program. She was provided with bus tickets to enable her to navigate the city to various appointments. Because Maisha experienced safety and security issues at the Shepherds of Good Hope (SOGH) shelter, she was supported to relocate to a specialized women’s shelter downtown. However, a Swahili-speaking worker at SOGH maintained a supportive role with Maisha after the move. Natalie researched some legal options as well as the possibility that Maisha had been a victim of human trafficking (subsequently discounted).

APPENDIX 5

LIST OF PARTNERS

PARTNERS (42)	PRIMARY CONTACT	E-MAIL ADDRESS
Community Services (17)		
211/Community Information Centre	Karen Milligan	karen.milligan@cominfo-ottawa.org
Action-logement	Étienne Grandmaître St-Pierre	egsaintpierre@action-logement.ca
Carlington Community Health Centre	Janet Bowes	jbowes@carlington.ochc.org
Centretown Community Health Centre	Simone Thibault	sthibault@centretownchc.org
Distress Centre Ottawa & Region	Judy Grunwald	jgrunwald@dcottawa.on.ca
Eastern Ottawa Resource Centre	Ken Mackenzie	ken.mackenzie@eorc-gloucester.ca
Housing Help	Trudy Sutton	trudy@housinghelp.on.ca
Nepean Rideau & Osgoode CRC	Sandy Wooley	swooley@nrocr.org
Orleans-Cumberland Community Resource Centre	Joffre Malette	jmalette@crcoc.ca
Rideau-Rockcliffe Community Resource Centre	Catherine Dubois	cdubois@ofcrc.org
Pinecrest-Queensway Community Health Centre	Cindi Rye	c.rye@pqchc.com
Sandy Hill Community Health Centre	Robin McAndrew Josee Anne Gauthier	rmcandrew@sandyhillchc.on.ca jgauthier@sandyhillchc.on.ca
Social Planning Council	Clara Jimeno	claraj@spcottawa.on.ca
Somerset West Community Health Centre	Anne Christie-Teeter	achristi@swchc.on.ca
South-East Ottawa Community Health Centre	Mohamoud Hagi-Aden Leslie McDiarmid Elise Champagne	mohamoudh@seochc.on.ca lesliem@seochc.on.ca elisec@seochc.on.ca

LAW FOUNDATION OF ONTARIO – CONNECTING REGION INITIATIVE – PHASE 2

Vanier Community Service Centre (CSCV)	Michel Gervais	mgervais@cscvanier.com
Western Ottawa Community Resource Centre	Cathy Jordan	jordan@wocrc.ca
Immigrant Services (10)		
Catholic Centre for Immigrants	Mohamed Dalmar Maria Teresea Garcia	mohamed@cic.ca maria@cic.ca
Conseil Economique et Social d'Ottawa-Carleton (CESOC)	St-Phard Desir	sdesir@cesoc.ca
Immigrant Women Service Organization	Lucya Spencer	spenluc@immigrantwomenservices.com
Jewish Family Services	Mark Zarecki Sarah Caspi	mzarecki@jfsottawa.com scaspi@jfsottawa.com
Newcomer Services, YM-YWCA	Tanya Mendes-Gagnon	tanya.mendes@nationalcapitalregionymca-ywca.ca
Ottawa Community Immigrant Services Organization (OCISO)	Elwira Felczak Bertha Mo	efelczak@ociso.org bmo@ociso.org
Ottawa Public Library /Immigrant Settlement Partnership	Nelly Beylouni	nelly.beylouni@bibliootawalibrary.ca
Ottawa Chinese Community Service Centre	Rupert Yeung	rupert.yeung@ocsc.org
Somali Centre for Family Services	Abdirizak Karod	karod@somalifamilyservices.org
Sexual Assault Centre / Women & War	Roya Ghafari	womenandwar@istar.ca
Interpretation & Translation Services (1)	CONTACT NAME	E-mail
Cultural Interpretation Services for Our Community (CISOC)	Benjamin Chacon	benjamin@cisoc.net
Legal Services (9)		
ARCH Disability Law Centre	Ivana Petricone	petricoi@lao.on.ca

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Centre for Equality Rights in Accommodation (CERA)	John Fraser	john@equalityrights.org
La Clinique juridique francophone de l'Est d'Ottawa	Kakomire Kashongwe	kashonk@lao.on.ca
Community Legal Services Ottawa Centre	Michael Bossin	bossinm@lao.on.ca
Legal Aid Ontario (Ottawa District Office)	Nathalie Champagne Karima Karmali Stefanie Ligori	champanr@lao.on.ca karmalk@lao.on.ca ligoris@lao.on.ca
Reach Canada	Paula Agulnik Susan Basudde	paulaagulnik@reach.ca susanbasudde@reach.ca
South Ottawa Community Legal Services	Gary Stein Chris Killoran	steing@lao.on.ca killorac@lao.on.ca
University of Ottawa Community Legal Clinic	Louise Toone	Louise.toone@uottawa.ca
West End Legal Services	Vicky Watson Laurie Joe	watsonv@lao.on.ca joel@lao.on.ca
Services for Disabled Persons (5)		
Aphasia Centre of Ottawa	Gillian Gailey	Gillian@aphasiaottawa.org
Canadian Hearing Society	Michel David	mdavid@chs.ca
The In Community	Terry Gilhen	tgilhen@theincommunity.ca
Stroke Survivors' Association	Janet McTaggart	janet_mct@hotmail.com
TOH Rehabilitation Centre	Elly Nadorp	enadorp@ottawahospital.on.ca