

West Broadway Development Corp Five Year Neighbourhood Renewal Plan

WBDC Goal Areas and Initiatives

Approved by WBDC Board of Directors April 6, 2011

*items in grey start in year one

Goal Area: Community Social Development

- 1. Plan and support community events that promote social connections among all community members.**
 - 1.1 Continue to coordinate Spring Clean up, Snoball, Treebanding, support Art City parade and Sherbrook Street Festival. – p.1
 - 1.2 Resident run events supported. – p. 2
- 2. Support development of multi-generational, intra-generational and inter-generational programming with a particular emphasis on children and youth.**
 - 2.1 Youth directed programming support; enhancement of existing programs. – p. 3
 - 2.2 Inter-generational community program development. – p. 4
- 3. Support programs and activities that encourage the participation of Aboriginal peoples, new comers to Canada, seniors and those who live with mental or physical health challenges.**
 - 3.1 Work with senior-serving agencies to determine how to improve services in the area. – p.5
 - 3.2 Support and encourage new programming and the enhancement of existing programming for the following distinct groups: Aboriginal peoples, newcomers, seniors and people with mental or physical health challenges. – p.6
- 4. Advocate for funding to enable longer operational hours for agencies and programs.**
 - 4.1 Building a case for longer operating hours for agencies and programs in West Broadway. –p.7
 - 4.2 Development of volunteer programs. – p.8
- 5. Encourage increased recreational and sports activities development.**
 - 5.1 Increase recreational and sporting activities in West Broadway. – p.9

Goal Area: Housing and Accommodation

6. Continue to implement WBDC Housing Plan including local planning and networking capacity, development of innovative and diverse housing options and implementing initiatives that seek to minimize vacant, abandoned or poor quality housing in the neighbourhood.

6.1 Infill Housing Plan implemented. – p. 10

6.2 Property Improvement Program (PIP) exterior fix up grant. – p. 11

6.3 Property Improvement Program for Efficiency (PIPE). – p. 12

6.4 Homeownership Initiative. – p.13

6.5 Housing Coordination and West Broadway Housing Stakeholders. – p.14

6.6 Rooming House Improvements Program. – p.15

7. Support resources, education, advocacy and funding for renters and landlords.

7.1 Development of a renter support program. - p. 16

7.2 Tenants Associations support. – p. 17

8. Advocate for increased funding to address affordable housing issues.

8.1 Address rising rents and increase affordable and rent-geared-to-income housing. – p. 18

Goal Area: Increasing Income and Power for Well-Being

9. Improve community communication and networking.

9.1 WBDC provides quality communications on our work, acts as an information and networking hub for the neighbourhood. – p. 19

9.2 Photovoice project brings forward voices of disenfranchised people, builds skills and community understanding. – p. 20

9.3 Information and resources distributed in handbook to neighbourhood. – p. 21

9.4 Broadcaster refocused to be as self-sustaining as possible and an information sharing vehicle. – p. 22

9.5 Youth are engaged in improving their lives and neighbourhood. – p. 23

10. Enhance the respectfulness of government agencies, businesses and landlords organizations toward the community members they serve.

10.1 Training to enhance respectfulness of those working with diverse populations. – p. 24

11. Support the development of neighbourhood education and training programs.

11.1 Odd jobs and training program for youth. – p. 25

11.2 Enhance health, well-being, environmentally sustainable practices and community food security through skills and knowledge sharing. – p. 26

11.3 Soup Bee is a successful business and transitions to independence. – p. 27

11.4 Good Food Club funding stabilized and transitions to independence. – p. 28

12. Develop, implement and support mentorship strategies that support community members in advocating for tenant, welfare and housing issues.

12.1 Mentorship program development to support community members with multiple barriers and challenges with EIA and public systems. – p. 29

13. Encourage and support local hiring.

13.1 Incubate CED initiatives and encourage local hiring. – p. 30

Goal Area: Community Spaces and Environment

14. Continue to plan and support initiatives that maintain and enhance community spaces in the West Broadway neighbourhood.

14.1 Implementation of West Broadway Green Space Plan. – p. 31

14.2 Resident-led activities for neighbourhood improvement supported by WBDC. - p. 33

14.3 Support local composting and waste reduction projects. – p.34

Goal Area: Safety

15. Continue to implement the WBDC Safety Plan to enhance the safety of the West Broadway area.

15.1 Implement the West Broadway Safety Plan. – p. 36

15.2 Block Contact system developed. – p. 37

Goal Area: Organizational Development

16. Organizational development

16.1 Strengthen WBDC's evaluation framework – **p. 37**

16.2 Identify and secure sustainable funding for core programming – **p. 38**

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West Broadway Development Corporation
Five Year Neighbourhood Renewal Plan 2011 - 2016

5 Year Goals: Community Social Development

1. Plan and support community events that promote social connections and neighbourhood pride among all community members.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
1.1 Annual neighbourhood events such as: Spring Clean-up Snoball Tree banding Art City Parade Sherbrook Street Festival	Plan, deliver, facilitate or support (4 - 6) neighborhood events annually 3,000 neighbourhood residents participating in these events on an annual basis	Art City, West Broadway BIZ, Resident's groups and associations, Broadway Neighbourhood Centre, Wolseley Family Place, Resource Assistance for Youth	Spring Clean up and Snoball: Convene and support planning committees that include residents, WBDC staff and staff from agencies/businesses; Advertise/market the events; Identify and orient the required volunteers Support other annual events as time permits	Person(s) responsible on staff: Executive Director, Office Coordinator Initial planning meetings arranged: Spring Cleanup: May Snoball: January Tree banding: September Design, print and distribute posters, media releases etc Identify number of staff/volunteers required for each event. Recruit required number of volunteers and provide orientation	Numbers of residents attending each event Photos and stories captured that can be used to promote future events Numbers of volunteers for each event	Residents feel sense of connection and pride in the neighbourhood Neighbours know one another; enhances safety of the neighbourhood Clean up events enhance the beauty and image of the neighbourhood Trees are protected Neighbourhood businesses and agencies are promoted to residents

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5 Year Goals: Community Social Development

1. Plan and support community events that promote social connections among all community members.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
1.2 Resident run events supported	1 - 3 resident-run events occur in West Broadway annually	Resident groups and associations	Promote availability of small projects grants Provide assistance to residents to apply for grants (complete application) Support Small Grants Committee Ensure reporting compliance	Small Grants Committee supported by Executive Director Orient committee to criteria for assessing applications to ensure they meet WBDCs mission and priorities Continue to build email distribution lists and social networking options for promotion of small grants Executive Director to meet with small grants committee; maintain and distribute meeting notes Meet with community groups to promote understanding of criteria Followup with groups to ensure funding compliance	Numbers of applications submitted for events Numbers of events funded Number of first time applications Number of repeat applications Other funding leveraged along with small grants funding	Residents feel sense of connection in the neighbourhood Neighbours know one another; enhances safety of the neighbourhood The vitality of West Broadway is evident with residents planning and executing events

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5 Year Goals: Community Social Development

2. Support development of multi-generational, intra-generational and inter-generational programming with a particular emphasis on children and youth

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
2.1 Youth directed programming support; enhancement of existing programs	Existing programming is promoted and supported in the neighbourhood. Local youth are involved in programming on an annual basis	Youth-serving agencies in West Broadway	Youth and partners are decision makers in existing programming or developing new initiatives Assist youth orgs to access NRF and small grant funding Provide letters of support for existing programming	Person(s) responsible on staff: Executive Director and need community developer Promote NRF and small grant funding to existing youth-directed programming Facilitate the funding application process and reporting Write letters of support as required	Numbers of youth involved in programming Numbers of grant applications Number of grants provided to: repeat applicants and first time applicants Existing program continues to operate – not shut down due to lack of funding	Youth are involved in programs in the neighbourhood. Youth capacity is built around planning and acquiring funding Youth are active and not as likely to fall prey to gangs Neighbourhood safety is enhanced when youth are involved in programming

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Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
2.2 Inter-generational community program development	1 – 3 programs developed over five years that promote inter-action between young people and seniors	Senior and youth-serving agencies, WHRA Community Development staff	Convene partners to identify possibilities Facilitate visioning and planning for programming	Staff person(s) responsible: Executive Director and need community developer Set an initial meeting with agencies to communicate what the consultation process indicated and to gauge interest Facilitate planning process with interested agencies, youth and seniors to create concept of program Identify funding possibilities; assist with funding applications	New programs developed Number of agencies that participate Number of youth and seniors that participate	Youth gain expertise and knowledge from seniors Isolation and loneliness for seniors is reduced Seniors are less fearful of youth – feel safer in neighbourhood Respect for seniors is enhanced as they are recognized as providers of expertise and knowledge Youth have another source of support and nurture outside of the family unit

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5 Year Goals: Community Social Development

3. Support programs and activities that encourage the participation of Aboriginal peoples, new comers to Canada, seniors and those who live with mental or physical health challenges.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
3.1 Work with senior-serving agencies to determine how to improve services to seniors in the area	Convening 2 – 4 meetings with senior’s agencies Feasibility study or documentation of need and plan to improve services	Senior-serving agencies, WRHA Community Development staff	Convene senior serving agencies in West Broadway area Cooperate with WRHA who has mandate to improve services to seniors downtown	Staff person responsible: Need community developer Invite senior serving agencies to a preliminary exploratory meeting; include seniors from the area Facilitate a consultation with agencies and seniors to identify what is needed Document needs and wishes Identify possible funders Share study with senior groups and agencies – refine needs, desires based on what is possible	Number of agencies willing to work on the project Number of seniors directly involved in the project Funding leveraged Documentation and plan to improve/ build on services	Seniors feel included and less isolated; have a voice in the community Agencies have the opportunity to work in partnership; creates strong network of agencies Feasibility will give evidence of whether a seniors centre is possible; if it is, community will work toward developing the new center

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Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>3.2 Support and encourage new programming and the enhancement of existing programming for the following distinct groups: Aboriginal peoples, new comers, seniors and people with mental or physical health challenges</p>	<p>Information shared with agency network, residents and others about the interest and support for more programming to address the needs of Aboriginal people and newcomers</p> <p>Enhancing or creating new programs to meet the needs of these populations</p>	<p>Local community agencies and residents</p> <p>Aboriginal Council of Winnipeg and CHARD</p>	<p>Promote existing programs</p> <p>Animate existing groups to be more inclusive of these populations</p> <p>Assist existing groups to access small grants or NRF funding</p>	<p>Staff person responsible: Executive Director and need community developer</p> <p>Visit local agencies to consult about needs, desires of these populations</p> <p>Identify other groups that may be in the area and include them in planning</p> <p>Encourage applications for small grant and NRF funding with these populations</p> <p>Make announcement at West Broadway agency stakeholder group</p> <p>Solicit other ideas to promote this through partners</p>	<p>Area informed of interest in supporting more culturally-appropriate programming by and for Aboriginal people and newcomers.</p> <p>Increased diversity of programming</p> <p>Number of small grant applications from these populations groups</p> <p>Information from these populations about what they would like/are able to accomplish in community</p>	<p>The program needs of these distinct and diverse populations are met</p> <p>Capacity of these distinct populations is built</p> <p>The West Broadway community values, respects and includes Aboriginal people and newcomers, senior's and people with mental and physical health challenges in all community activities.</p>

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5 Year Goals: Community Social Development

4. Advocate for resources to enable longer operational hours for agencies and programs

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
4.1 Building a case for longer operating hours for agencies and programs in West Broadway	Research re: reasons for longer hours, barriers to longer opening hours and resources needed to allow later opening hours	Local agencies and funders	<p>Compile research justification for longer hours</p> <p>Sponsor a round table on operating hours</p> <p>Develop a white paper suitable for presentation to government and funders</p>	<p>Staff person responsible: need community developer, Executive Director</p> <p>Conduct research on impact of longer opening hours</p> <p>Convene a round table with agencies and other stakeholders on operating hours: collect input about barriers and resources needed</p> <p>Write a white paper that can be used to lobby for funding and resources to enable longer hours</p>	<p>Completed white paper on longer operating hours</p> <p>Number of agencies and programs who participate in round table</p>	<p>Agencies and programs rally around the need for longer operating hours</p> <p>Government and funders are informed about impact of longer operating hours in community</p> <p>Funding/resources needed for longer operating hours are available to agencies and programs</p>

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4. Advocate for resources to enable longer operational hours for agencies and programs

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
4.2 Development of volunteer programs	2 - 4 of agencies participating in volunteer capacity building program	Local agencies and residents	<p>Provide training and capacity building for West Broadway specific recruitment, retention and management of volunteers</p> <p>Offer 'basic training' camp for West Broadway volunteers</p>	<p>Staff person responsible: need community developer</p> <p>Convene meeting agencies about their volunteer management systems and needs</p> <p>Identify trainer to provide a day of training on volunteer programming – make it specific to West Broadway needs</p> <p>Work with partners to develop a 'basic training' camp for people in West Broadway who would like to volunteer: invite agencies to present how they use volunteers, have people sign up, do some basic training re: responsibilities of volunteers etc</p> <p>Work with MYVOP to support youth volunteering in the neighbourhood</p>	<p>Numbers of agencies participating in training and the basic training camp</p> <p>Number of residents attending basic training</p> <p>Number of residents who volunteers</p> <p>Extended operating hours and improved capacity to deliver programs because of available volunteers</p>	<p>Longer operating hours of agencies and programs are facilitated by well populated volunteer programs</p> <p>Agencies have well developed volunteer programs that assess and mitigate risk of using volunteers</p> <p>Residents are supporting programs in the community and developing closer connections to one another</p> <p>Volunteers learn new skills and gain experience in the community</p> <p>Safety is enhanced because programs operate longer hours keeping youth engaged and focused on constructive activities</p>

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5 Year Goals: Community Social Development
5. Encourage increased recreational and sports activities development

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
5.1 Increase recreational and sporting activities in the West Broadway area	2 - 4 of new recreational opportunities available in West Broadway each year	Local agencies offering recreational programs	Promote availability of small grants to fund the startup of new programs Advertise and promote newly developed programs Assist to identify and orient volunteers for new programs	Staff person responsible: need community developer, Executive Director Ongoing promotions of small grants Distribute the small grants promotional material to agencies and businesses in the area Assist applicants to complete small grants application in a way that will better the chances of approval Advertise new programs in the Broadcaster and on the WBDC website Encourage other agencies and programs to cross promote one another programs	Number of new programs per year Number of residents involved in new programs	Health and wellbeing are improved due to recreational opportunities Neighbours get to know one another and are connected to one another through participation in recreational activities Safety is enhanced because youth are involved in recreational activities

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5 Year Goals: Housing and Accommodation

6. Continue to implement the West Broadway Housing Plan

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
6.1 Infill Housing Plan implemented	<ul style="list-style-type: none"> Broker private and non-profit sector housing partnerships Construction of 12 new affordable, accessible, and suitable rental and homeownership units 12 units of rental housing constructed on 114 Langside, 248 Langside and 279 Young 	<p>WBDC provides administrative supports and resources to complete infill housing development</p> <p>WHHI SAM Management</p> <p>Private housing development sector, Winnipeg Realtors, financial institutions, property management services</p>	<p>Move forward on partnership with SAM Management for 12 units of rental housing on three vacant lots</p> <p>Support a mix of new, good quality and affordable housing; rental and homeownership options</p> <p>Education and information regarding environmental features</p> <p>Match community development agencies clients private sector (end-users) to housing providers</p>	<p>Complete PDF for infill housing with SAM Management and submit business plan for capital construction for the 12 units on 3 lots. Support SAM Management in construction and launch of these units.</p> <p>Work with project developers to complete the construction of multi-residential buildings: mixed rental and homeownership</p>	<p>Infill housing constructed</p> <p>Number of units that are fully designed that are high quality, accessible, “visit-able” standards, affordable and rent geared to income</p>	<p><u>Annual Outcomes</u></p> <ol style="list-style-type: none"> Increased number of new rental and homeownership units Addressed mixed housing needs: affordability, family household size and income, Medium Market Rent options Increased property tax, stabilized real estate value <p><u>Five Year Outcomes</u></p> <ol style="list-style-type: none"> Modeled principles of social inclusion, environmentally sustainable, CED, collaborate partnerships, financially and socially sustainable Increased new affordable rental and homeownership supply; mixed income housing Establish innovative housing partnerships; sustainable building designs, form and tenure

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6. Continue to implement the West Broadway Housing Plan

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
6.2 Property Improvement Program (small exterior fix-up grants)	Provide 31 grants: <ul style="list-style-type: none"> 11 general homeowners 10 rental property owners including non-profit and privately owned multi-residential rental housing 10 rooming houses 	local homeowners, rental property owners, rooming house operators and not-for-profit housing providers City of Winnipeg and the Province of Manitoba are funding partners	Develop an annual funding proposal for small exterior fix-up grants program for homeowners multi-residential rental properties and rooming house operators Promote and deliver the program Promote local purchasing and employment with homeowners and housing providers Create list of local contactors	1. Develop a funding proposal based on annual housing priorities and submit to WHHI funders 2. Hire a part-time PIP Inspector to co-project manage Program 3. Canvas the neighbourhood, set up application intake process 4. Set up file management 5. Coordinate Program: prioritize clients, conduct site inspections, provide contractor referrals and building development advice, approve and distribute grants	1. Dollar value of incentives or financing delivered through program to property owners. Leverage ratio: grant to private contribution 2. Track renovation and repair expenditures and local small contractor industry benefits. 3. Track rate of compliance to Program criteria and standards for each renovation project. 4. Solicit information from property owners on impact of program and recommendations for improvement.	<p><u>Annual Outcomes</u></p> <ol style="list-style-type: none"> Incremental improvement in the area housing stock to most current building standards Enhanced image, historical integrity preserved, increase pride of ownership and sense of meaningful participation Reduce annual operating costs with renovation and eco-efficiency improvements Increase knowledge and awareness of community-based and public sector revitalization initiatives <p><u>Five Year Outcomes</u></p> <ol style="list-style-type: none"> Modeled principles of social inclusion, environmentally sustainable, CED, collaborate partnerships, financially and socially sustainable Increased new rental units of affordable and mixed income housing Maintain past achievements in reducing number of derelict houses in the area

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5 Year Goals: Housing and Accommodation

6. Continue to implement the West Broadway Housing Plan

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
<p>6.3 Property Improvement Program for Efficiency (PIPE)</p>	<p>Sponsor energy and water retrofits in 5 rental properties to conserve resources</p> <p>Coordinate project working group: Green Manitoba, Manitoba Housing, Provincial WHHI, Manitoba Hydro</p> <p>Identify and build relationships with landlords for participation in the program including Provincial rent supplements where necessary</p> <p>Work with Manitoba Hydro to leverage Powersmart and other incentives</p> <p>Secure provincial rent supplements that may be affected by rents increases above the Provincial guidelines due to capital investment in building upgrades</p>	<p>Manitoba Hydro</p> <p>Provincial Department of Community Development and Housing</p> <p>Provincial WHHI</p> <p>Manitoba Hydro</p> <p>Local housing providers</p>	<p>Contact housing providers directly inform them of the importance, benefit of retrofitting their buildings</p> <p>Work with Manitoba Hydro, and Manitoba Housing to create a program to address energy and water efficiency needs for apartment buildings</p> <p>Implement package of incentives with landlords and track results.</p>	<p>Work with Manitoba Hydro and Manitoba Housing to coordinate and develop a program for energy and water incentives for area housing providers</p> <p>Deliver program and track results</p>	<p>Program created</p> <p>Contacts with housing providers</p> <p>Number of buildings and units retrofitted</p> <p>Impact of result of retrofits, tracking energy and water savings</p> <p>Number of rent supplements made available and related to project</p>	<p><u>Annual Outcomes</u></p> <ol style="list-style-type: none"> 1. Reduced or eliminated financial barriers to participating in energy/water conservation and increased conservation knowledge 2. Reduced operating costs, energy/water consumption for tenants and housing providers 3. Incremental improvements in area of housing stock to most current building standards 4. Increased rent affordability for tenants <p><u>Five Year Outcome</u></p> <ol style="list-style-type: none"> 1. Increased knowledge and quality of life for participating housing providers and tenants

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**5 Year Goals: Housing and Accommodation
6. Continue to implement the West Broadway Housing Plan**

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
6.4 Homeownership Initiative	<p>Broker interest in new homeownership supply with private sector</p> <p>Examine options towards increasing the number of affordable homeownership options in West Broadway</p> <p>Construction of 6-12 new affordable, accessible, and suitable homeowner units: i.e. single and dual detached family, condos, or row housing</p>	<p>WBDC role is provide administrative supports and resources to foster homeownership</p> <p>Work with tri-level government of the Winnipeg Housing and Homelessness Initiative to secure funding</p> <p>Partner with housing developers such as; HOP, WHRC, Habitat for Humanity, Winnipeg Realtors, and private home builders</p> <p>Mixed families match to appropriate homeownership options</p>	<p>Continue to develop a mix of new, good quality and affordable homeownership options</p> <p>Encourage green-building designs</p> <p>Advertize homeownership to targeted clients</p>	<p>Develop homeownership proposal to WHHI partners</p> <p>Work with project developers to complete the construction of multi-residential buildings: mixed rental and homeownership</p> <p>Broker funding for homeownership between WHHI and housing developers</p>	<p>Research and develop options to increase homeownership in West Broadway</p> <p>Number of new homeownership units that are fully designed that are high quality, affordable, accessible, "visit-able" standards, price set at 20% below Winnipeg Realtors home pricing</p>	<p><u>Annual Outcomes</u></p> <ol style="list-style-type: none"> 1. Increased new homeownership units 2. Addressed mixed housing needs: affordability, family household size and income 3. Increased property tax, stabilized real estate value <p><u>Five Year Outcomes</u></p> <ol style="list-style-type: none"> 1. Modeled principles of social inclusion, environmentally sustainable, CED, collaborate partnerships, financially and socially sustainable 2. Increased new homeownership supply; mixed income housing 3. Establish innovative housing partnerships; sustainable building designs, form and tenure

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**5 Year Goals: Housing and Accommodation
6. Continue to implement the West Broadway Housing Plan**

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
6.5 Housing Coordination and West Broadway Housing Stakeholder Committee	<p>Hold 9 annual meetings of the Stakeholder Committee.</p> <p>Review local housing project proposals for endorsement, as required</p> <p>Produce an annual summary report describing the local housing planning priorities</p>	<p>Convene and facilitate meetings of the Stakeholders, comprised of housing partners operating in West Broadway and across the City, including non-profit, public sector and private housing providers</p> <p>Private sector housing developer</p> <p>City of Winnipeg and Province of Manitoba are funding partners for this initiative, and set terms of reference</p>	<p>Animate and facilitate monthly meetings of the Stakeholder committee</p> <p>WBDC provides information sharing coordination, providing assessment of various housing project for alignment with neighbourhood housing priorities for the WHHI.</p>	<p>1. Convene and attend monthly meetings of Stakeholders and Housing Management Committee of WBDC</p> <p>2. Prepare agenda, circulate proposal material, compile minutes & manage information flow.</p> <p>3. Ensure housing City of Winnipeg's Housing Rehabilitation Investment Reserve – HRIR is fully allocated annually.</p> <p>4. Background research on selected housing issues identified by Stakeholder and WBDC.</p> <p>5. Broker preliminary meetings with private sector property owners and housing developers; coordinate planning of housing projects</p>	<p>1. Stakeholders: 9 meetings, with 80% attendance, balanced between private, public, & non-profit actors.</p> <p>2. Development of housing projects to advance West Broadway Housing Plan</p> <p>3. \$ granted or leveraged by WHHI-funded projects</p> <p>4. \$ funding invested or leveraged by private sector</p>	<p><u>Annual Outcomes</u></p> <p>1. Sense of meaningful participation and impact on housing sector by Stakeholders</p> <p>2. Increased public sector investment in local housing by WHHI partnership</p> <p>3. Leveraged private sector investment: physical, economic and social capital</p> <p><u>Five Year Outcomes</u></p> <p>1. Sense of meaningful participation and impact on housing sector by Stakeholders</p> <p>2. Increased public and private sector investment in local housing</p> <p>3. Maintain past achievements in reducing number of derelict houses-apartment buildings in the area</p>

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5 Year Goals: Housing and Accommodation

6. Continue to implement the West Broadway Housing Plan

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
<p>6.6 Rooming House Improvements Program (pilot)</p>	<p>Targeted 3-5 rooming house operators to participate in a pilot: building upgrades (based on higher than 1986 building code standards) and provide safer and quality living accommodations for tenants</p> <p>Work with rooming house operators to improve communications between tenants and landlords: emphasis on tenant safety and housing concerns, installation of deadbolts and peepholes where applicable</p> <p>Provide support and information for tenants attending Residential Tenancy Branch and Residential Tenancy Commission hearings</p>	<p>Rooming house operators and tenants</p> <p>City Housing Rehabilitation Investment Reserve (HRIR)</p> <p>Manitoba Housing rooming house 'pilot' funding</p> <p>Local agencies</p>	<p>Animated and facilitated meetings with rooming house operators for awareness of resources</p> <p>Identify key rooming house operators: established a working relationship; facilitated building upgrades referrals to safety programming</p> <p>Receive support from City licensing branch and Provincial RTB regarding registering unregistered rents</p>	<p>Staff position created, funding for project secured</p> <p>Secure support from City licensing and Provincial RTB and Housing departments for project.</p> <p>Collaborate with 3-5 rooming house operators providers on building upgrades</p> <p>Document results of project and communicate to government and housing stakeholders</p> <p>Work with Safety Coordinator to address rooming house tenants safety and housing concerns</p> <p>Communication with housing stakeholders on project</p>	<p>Support secured from City and Province for pilot</p> <p>Number of rooming houses that have building upgrades to higher than 1986 building code standards</p> <p>Number of safety audits conducted and hardware installed</p> <p>Communication with tenants/housing providers: tenant education about Provincial Residential Tenancy Branch and Commission</p>	<p><u>Annual Outcomes</u> Upgrade rooming houses; safety through hardware improvements and living conditions; i.e. Increase bathrooms to unit ratio</p> <p>Improved communications between tenants and housing providers</p> <p>Education and knowledge of rights and responsibilities of tenants and rooming house operators; Residential Tenancy Branch and Commission</p> <p><u>Five Year Outcomes</u> 1. Modelled principles of social inclusion, environmentally sustainable, CED, collaborate partnerships, financially and socially sustainable 2. Improved rooming house stock; affordable, safe and good quality 3. Maintain past achievements in reducing number derelict rooming houses in area</p>

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5 Year Goals: Housing and Accommodation

7. Support resources, education, advocacy and funding for renters and landlords

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
7.1 Development of a renter support program	60 renters in first year involved in the support program Six rooming house landlords and four non-rooming house landlords involved in support program Stabilization of West Broadway's rental population	Potential partners include: Residential Tenancies Branch, Winnipeg Rental Network, SNA, DMSMCA, Legal Aid, Professional Property Managers Association, local housing providers and agencies	Develop a bed bug strategy for education, training prevention and extermination Linking tenants in buildings as necessary Facilitate neighbourhood conversation about development issues Assist in organizing committee/ association to address broader concerns of renters and tenants' rights advocates	Staff person responsible: require staff position(s) Work with DMSMCA and Spence to develop and deliver bed bug strategy Research renter's linking activities in other jurisdictions: identify best practices, pitfalls etc Convene a community conversation about tenants rights and capacity vis-à-vis rising rents, condo conversions and other emerging issues; identify and support one or two community champions to take the lead Invite landlords and developers to a conversation related to development in West Broadway	Bed bug strategy in place and functional Bed bugs incidence declining each year Number of renter linking activities Number of tenants mobilized and engaged in dialogue around local issues Number of landlords and developers who participate in conversation	Residents have capacity to deal with bed bugs when they occur Bed bug prevention is working – fewer infestations Renters are organized and able to advocate on their own behalf Landlords and developers are cooperating with WBDC Rental population is stabilizing and decreased transiency leads to greater safety and individual participation in community building Increased understanding and consensus of diverse forms of housing tenure and local development issues

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5 Year Goals: Housing and Accommodation

7. Support resources, education, advocacy and funding for renters and landlords

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
7.2 Tenant associations support	<p>Residents Offering Assistance to Residents (ROAR) project (145/165 Maryland) launched: Phase One (Research): Residents identify priority areas for action, children's activities provided. Phase Two: Resident association formed with action plan.</p> <p>Education on tenant's rights and responsibilities</p> <p>Other tenant associations that emerge are supported</p>	<p>Potential partners include: Residential Tenancies Branch, Winnipeg Rental Network, SNA, DMSMCA, Legal Aid, Professional Property Managers Association, Community Research Hub, Pollack's Hardware, City of Winnipeg Inspections, local housing providers and agencies</p>	<p>Support ROAR project, provide technical assistance and coordination</p> <p>Offer tenant education sessions around rights and responsibilities, dealing with absentee landlords, bed bugs etc</p> <p>Identify funding possibilities for tenant's associations and support applications</p> <p>Convene round table with residents associations, landlords, government and other stakeholders</p>	<p>Staff person responsible: staff position required</p> <p>Work with ROAR volunteers and other tenant's associations to address rental issues in West Broadway</p> <p>Work one on one with tenants and landlords to address safety concerns and mediate disputes</p>	<p>Resident's association(s) created</p> <p>Numbers of members in associations</p> <p>Numbers or people who participate in education sessions</p> <p>Numbers of residents who participate in government round table</p>	<p>Residents are educated on rights and responsibilities and empowered to advocate on renters issues</p> <p>Government is informed about renters' issues in West Broadway</p> <p>Rental population is stabilizing and decreased transiency leads to greater safety and individual participation in community building</p>

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**West Broadway Development Corporation
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5 Year Goals: Housing and Accommodation

8. Advocate for increased funding for affordable housing and rising rents

Initiatives	Annual Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Outcomes
<p>8.1 Address rising rents and increase affordable and rent-geared-to-income housing</p>	<p>Increase the number of affordable rental housing units that are rent-geared to income (RGI) or lower than median market rents (MMR)</p> <p>Work with private rental providers and the Provincial WHHI to arrange for rental units with Provincial rent supplements: Provincial Shelter Allowance Program</p> <p>Support private housing providers to access Residential Rehabilitation Assistance Program (RRAP) or Provincial housing funds</p> <p>Work with advocacy organizations and neighbourhood renewal corporations to bring attention to the housing crisis in Winnipeg and Nationally</p>	<p>Private housing providers</p> <p>Manitoba Housing funding; rent supplement program</p> <p>Canadian Centre for Policy Alternatives (CCPA)</p> <p>Right to Housing Coalition</p>	<p>Facilitated meetings with private housing providers to develop relationships and support to bring in rent supplements</p> <p>Make the case to the Province to increase the number of rent supplements in West Broadway</p>	<p>Collaborate with 3 to 5 private rental providers</p> <p>Work Provincial Community Development and Housing Ministry</p> <p>Conduct research activities with neighbourhood renewal corporations, Canadian Centre for Policy Alternatives and Right to Housing Coalition</p> <p>Educate residents and tenants about the need for rent supplements and ask for their support in advancing this with the Province, including increasing transfer payments from the Federal government</p>	<p>Relationships with landlords and tenants regarding rent geared to income housing</p> <p>New rental supply with rent geared to income (RGI) rental units with Provincial rent supplements</p> <p>Increased awareness of housing and rising rent issues through collaborative research projects</p> <p>Increased number of private housing provider partnerships</p>	<p><u>Annual Outcomes</u> Reduced number of low income families that are without affordable housing</p> <p>Education and awareness of the housing crisis in Winnipeg;; awareness of the lack of affordable housing for historical marginalized groups</p> <p><u>Five Year Outcomes</u> 1. Modelled principles of social inclusion, environmentally sustainable, CED, collaborate partnerships, financially and socially sustainable 2. Increased affordable, safe and good quality rental supply</p>

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5 Year Goals: Increasing Income and Power for Well Being
9. Improve community communication and networking

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
9.1 WBDC provides quality communications on our work, acts as an networking and information hub for the neighbourhood	Number of press releases sent / year on WBDC activities and neighbourhood issues Amount of press on West Broadway annually Communications with area: emails, newsletters, phone calls etc... Bimonthly agency networking meetings Annual community resource fair Annual townhall event on community plan and input from community Work with local partners to host/ sponsor all candidate forum during elections and encourage residents to vote	Local media, residents	Staff training on communications Press notified on WBDC events, activities and local programs WBDC maintains event email list, sends out notices regularly WBDC staff connect off the street and phone inquiries about local activities and issues with suitable resources Continue to host bimonthly agency networking meetings Host an annual community resource fair Host a townhall/kickoff event each year	Staff person responsible: All staff Office Coordinator to maintain email listing Invite agencies to bimonthly agency networking meetings Convene a steering committee for an annual community resource fair; could be combined with a townhall type event Invite agencies/programs, businesses and schools to participate in the fair; promote and advertise the event; provide food	Amount and type of press coverage of WBDC and West Broadway Number of agencies that participate in bimonthly meetings Number of agencies, programs, businesses etc that participate in resource fair Number of attendees at resource fair/town hall	Residents and greater Winnipeg informed on activities, accomplishments and issues in West Broadway Residents, agencies and businesses connected to resources Community is better connected Agencies, programs, businesses are known Residents have opportunity to network with those providing services People know one another in the community – watch out for each other Local businesses are promoted and supported

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**5 Year Goals: Increasing Income and Power for Well Being
9. Improve community communication and networking**

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>9.2 Photovoice project brings forward voices of disenfranchised people, builds skills and community understanding.</p>	<p>Update to Community Plan with perspectives of community residents who might not otherwise be heard</p> <p>20 community researchers receive training sessions</p> <p>Community researchers analyze data and narratives documented</p> <p>Final showcase event, amount and quality of participation locally</p>	<p>Art City, Broadway Neighbourhood Centre, 595 Prevention Team, West Broadway Community Ministry</p>	<p>Conduct photovoice project:</p> <p>Hire Coordinator and mentored position for project</p>	<p>Staff person responsible: Photovoice Coordinator and Coordinator mentored position</p> <p>Convene a photovoice project steering committee</p> <p>Committee to determine terms of reference for the project, target participants and create timeline</p> <p>Train and support community researchers to gather and analyze data</p> <p>Present photos and other information gathered to WBDC Board of Directors to determine if changes/additions to community plan are required</p>	<p>Stories of community residents who might not participate in community planning are captured</p> <p>Presentation created to share with other stakeholders</p> <p>Numbers of residents who participate in project</p> <p>Number of steering committee members</p>	<p>More community residents feel heard and included in the planning for community</p> <p>Understanding of the most marginalized in community is promoted</p> <p>Residents get to know more about their neighbours – feel more connected</p>

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5 Year Goals: Increasing Income and Power for Well Being
9. Improve community communication and networking

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>9.3 Information and resources distributed in handbook to neighbourhood</p>	<p>Work with West Broadway BIZ Booklet includes resources and activities in neighbourhood:</p> <ul style="list-style-type: none"> - Agencies - Programs - Safety info - Bulk waste - Graffiti Etc... <p>Booklet highlights attributes of West Broadway and attracts tourists to neighbourhood to support local businesses</p>	<p>West Broadway BIZ, local agencies</p>	<p>Work with partners to include relevant information</p> <p>Booklet widely distributed in neighbourhood and at tourism outlets</p>	<p>Staff person responsible: Executive Director</p> <p>Work with BIZ to expand their resource to include a broader range of information</p> <p>Seek funding to support increased size of handbook to accommodate broader range of information</p> <p>Work with BIZ to identify sources of advertising to pay for broader range</p> <p>Promote and distribute the resource</p>	<p>Information written, graphically designed and included in the BIZ booklet</p> <p>Numbers of handbooks distributed</p> <p>Amount of advertising secured</p>	<p>Residents and other stakeholders are informed about what's available in West Broadway</p> <p>BIZ and other stakeholders develop cooperative relationship</p>

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5 Year Goals: Increasing Income and Power for Well Being
9. Improve community communication and networking

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>9.4 Broadcaster refocused to be as self sustaining as possible and information sharing vehicle</p>	<p>Broadcaster is operated more independently with less reliance on WBDC staff</p> <p>Broadcaster newspaper focused on informing neighbourhood of activities, programs, upcoming events as well as highlighting “news and views”</p>	<p>Organizing editor, advertisers</p>	<p>Examine business case options about the possibilities for the Broadcaster</p> <p>Enhance the paper so that it is as self-sustaining as possible and has a CED focus</p> <p>Create format that lists upcoming events/ information/ resources</p>	<p>Staff person responsible: Executive Director</p> <p>Convene an ad hoc committee to consider possibilities for the Broadcaster</p> <p>Do business modeling to examine revenue and expenditures towards a self-sustaining model</p> <p>Create a terms of reference for operations and staffing of the Broadcaster</p> <p>Recruit and retain an external manager for the paper</p>	<p>New format and method of delivering Broadcaster in place</p> <p>External manager in place</p> <p>Broadcaster has a strong CED focus</p> <p>Broadcaster is distributed widely in West Broadway</p> <p>Broadcaster has a web presence</p>	<p>Community is well informed about CED principles and how they are applied in West Broadway</p> <p>Community events and programs are well publicized through the Broadcaster</p> <p>Broadcaster is recognized by businesses as a valuable place to advertise</p>

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5 Year Goals: Increasing Income and Power for Well Being
9. Improve community communication and networking

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
9.5 Youth are engaged in improving their lives and neighbourhood	<p>Youth engagement events are held regularly</p> <p>Youth input incorporated into youth programming</p> <p>Recreation, wellness, employment and training opportunities for youth improved</p>	Youth-serving agencies	<p>Inform youth serving agencies of suggestions for youth engagement events or forum, solicit buy-in from agencies</p> <p>Support youth-serving agencies to organize engagement events</p>	<p>Staff person responsible: need Community Developer</p> <p>Invite youth from various agencies and programs to determine how to proceed with youth engagement</p> <p>Identify funding sources and assist youth agencies</p>	<p>Number of agencies and youth involved</p> <p>Outcomes from engagement in terms of program improvements or new program developments, supports and networking that takes place</p>	<p>Youth are empowered to plan their own event and to learn to speak for themselves</p> <p>Youth are involved in community – developing skills and knowledge</p> <p>Youth are busy and are off the street – enhances safety in West Broadway</p>

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5 Year Goals: Increasing Income and Power for Well Being

10. Enhance the respectfulness of government agencies, businesses and landlords toward the community members they serve.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
10.1 Training to enhance respectfulness of those working diverse populations	One training session per year staff of local agencies	Local agencies, local government offices, businesses and landlords	Offer training sessions on: Privilege and oppression; and conflict resolution and anger management Share the Sacred Stories reported during the community consultation process	Staff person responsible: Need Community Developer, Executive Director Identify trainers Seek funding to pay trainers and promote sessions Invite government departments, agencies to participate	Numbers of participants in the training and knowledge gained in training	Community members reporting better treatment at the hands of agencies, businesses etc

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5 Year Goals: Increasing Income and Power for Well Being
11. Support the development of neighbourhood education and training programs

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
11.1 Odd jobs and training program for youth	<p>Youth engaged in creation of job skills program</p> <p>Youth receive job skills training</p>	Youth serving agencies	<p>Youth consultation on training needs</p> <p>Consult with agency partners</p> <p>Seek HRSDC funding</p> <p>Identify trainer</p> <p>Create odd jobs clearing house</p>	<p>Staff person responsible: need Community Developer</p> <p>Convene a youth consultation to identify what youth like to do, what kinds of training is required</p> <p>Convene a consultation with agency partners to identify resources, existing training programs, possible odd jobs etc</p> <p>Write funding application for HRSDC funding to create training and odd jobs clearing house</p>	<p>Research from youth about their needs and hopes and dreams</p> <p>Research from agencies about what is already available in the neighbourhood to be built on</p> <p>Numbers of youth trained</p> <p>Numbers of odd jobs on offer</p> <p>Number of youth and odd job pairings</p>	<p>Youth have developed marketable skills</p> <p>Higher rates of employment</p> <p>Youth earning money – not so likely to be attracted to gangs to fund their needs</p>

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5 Year Goals: Increasing Income and Power for Well Being
11. Support the development of neighbourhood education and training programs

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
11.2 Enhance health, well being, environmentally sustainable practices and community food security through skills and knowledge sharing	75 of participants in annual workshops on growing food, urban agriculture, composting 20 of new members in the Good Food Club annually	Food Matters Manitoba, Eco Action Centre, Good Food Club	Continue to offer workshops on growing food, urban agriculture and composting Promote and grow Good Food Club	Staff person responsible: Good Food Club Coordinator and Gardens Coordinator	Numbers of people involved in workshops Number of people involved in community gardens Number of members in Good Food Club Number of people involved in community compost team	Increased food security for most insecure residents of West Broadway Increase in use of local food, especially food grown in West Broadway Decrease in waste due to composting

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5 Year Goals: Increasing Income and Power for Well Being
11. Support the development of neighbourhood education and training programs

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>11.3 Soup Bee is a successful business and transitions to independence</p>	<p>Soup Bee grows market share, hires and trains people with barriers to employment, purchases from local producers</p> <p>Soup Bee becomes self-sustaining by 2013</p> <p>Plan for Soup Bee to be independent created 2013</p> <p>Soup Bee independent 2014</p>	<p>Agape Table</p> <p>All Saints church</p> <p>Natural Cycle</p>	<p>Continue marketing strategy</p> <p>Create plan for transition to independence</p>	<p>Staff person responsible: Soup Bee Manager</p> <p>Create business plan to work toward sustainability and independence</p> <p>Implement business plan</p>	<p>Number of people employed</p> <p>Number of customers served</p> <p>Transition plan articulated and implemented</p>	<p>Soup Bee is independent</p> <p>Soup Bee is sustainable</p> <p>Soup Bee continues to provide employment and training to those with barriers to the job market</p> <p>Soup Bee serves customers in West Broadway and beyond</p>

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5 Year Goals: Increasing Income and Power for Well Being
11. Support the development of neighbourhood education and training programs

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
11.4 Good Food Club funding stabilized and transition to independence	<p>Good Food Club fundraising plan generates predictable amount of revenue annually (by 2013)</p> <p>Transition plan for independence drafted by 2013</p> <p>Good Food Club independent by 2014</p>	Neighbourhoods Alive!, SPARK, corporate and foundation community	<p>Improve evaluation framework and reporting mechanisms to funders</p> <p>Continuous improvement on fundraising strategy</p> <p>Ongoing communication with GFC membership and involvement in transition</p> <p>Develop business plan for independent program</p>	<p>Staff person responsible: Good Food Club Coordinator</p> <p>Evaluation project to document value of preventative approach to health, food security and community building of the GFC</p> <p>Fundraising strategy updated annually and highly skilled fundraiser hired</p> <p>Work with SPARK to develop transition plan to independence</p> <p>Implement plan</p>	<p>Number of GFC members, corporate donors</p> <p>Amount of activities at GFC</p> <p>Revised evaluation framework developed and implemented</p> <p>Transition plan articulated</p>	<p>Good Food Club is independent and sustainable</p> <p>Good Food Club provides training and volunteer opportunities</p> <p>Good Food Club serves customers in West Broadway and beyond</p> <p>Customers are informed about local food choices and have access to local, health food</p>

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5 Year Goals: Increasing Income and Power for Well Being

12. Develop, implement and support mentorship strategies that support community members in advocating for tenant, welfare and housing issues.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>12.1 Mentorship program development to support community members with multiple barriers and challenges with EIA and public systems</p>	<p>25 - 50 of underemployed West Broadway residents are mentored</p>	<p>To be identified</p>	<p>Work with interested agencies to develop program</p> <p>Promote mentorship program in the West Broadway area</p>	<p>Staff person responsible: Need community developer</p> <p>Facilitate conversation with Welcome Center, Opportunities for Employment and International Centre around possibilities for mentorship program in West Broadway</p> <p>Support agencies to develop program in West Broadway modeled on HOMES program</p> <p>Assist with funding proposals to resource the project</p> <p>Promote the mentorship program</p>	<p>Number of agencies involved in development of the program</p> <p>Number of residents receiving mentorship</p> <p>Number of residents who are employed subsequent to mentorship</p>	<p>Residents acquire skills and knowledge to enhance employability</p> <p>Incomes are increased reducing poverty levels</p>

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5 Year Goals: Increasing Income and Power for Well Being
13. Develop employment opportunities and encourage and support local hiring

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>13.1 Incubate CED initiatives and encourage local hiring</p>	<p>Employers aware of importance of hiring locally</p> <p>Residents employed as a result of the initiative</p> <p>Social enterprise business plans created and implemented for local employment</p>	<p>SPARK, West Broadway BIZ</p>	<p>WBDC currently has local hiring strategy in place, update as necessary</p> <p>Create database of local contractors for PIP grants</p> <p>Request to Opportunities for Employment to promote local hiring with U of W, Great West Life, Manitoba Hydro, Misericordia</p> <p>Develop and incubate social enterprise</p>	<p>Staff person responsible: Need Community Developer</p> <p>Hire locally for available positions at WBDC</p> <p>Invite local contractors to self identify to WBDC and be included in database for local work</p> <p>Include preference for use of local contractors as criteria in PIP grant allocations</p> <p>Meet with Opportunities for Employment to identify possible means to promote local hiring</p>	<p>Number of local hires at WBDC</p> <p>Number of contractors in database</p> <p>U of W, Great West Life, Manitoba Hydro, Misericordia and other large and small businesses aware of importance of local hiring</p> <p>Social enterprise concepts developed into business plans receiving funding/ investment</p>	<p>Local people are employed enhancing their independence and incomes</p> <p>Local businesses and organizations recognize benefits to hiring locally</p> <p>Local hires support local businesses</p>

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5 Year Goals: Community Spaces and Environment

14. Plan and support initiatives that maintain and enhance community spaces in the West Broadway neighbourhood

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
14.1 Implementation of <i>West Broadway Green Space Plan</i>	<ol style="list-style-type: none"> 1 Continue to coordinate with community gardens and urban agriculture sites in West Broadway to identify and support priorities and future transitions (Spirit Park, Boulder Park, Clinic Urban Ag site, Sherbrook Community Garden) 2 Continue to support gardens in building capacity and working towards more self-management 3 Provide support in the form of information resources to new community gardens in West Broadway (128/130 Langside, BNC garden plots) 4 Long term use agreement for 152 Langside (Boulder 	<ul style="list-style-type: none"> • Great West Life • City of Winnipeg • Local residents • Local community organizations • Community gardeners 	<ul style="list-style-type: none"> • Identify funding sources for initiatives • Communicate opportunities for residents and stakeholders to participate/initiate/lead activities 	<ol style="list-style-type: none"> 1a Maintain list of gardeners and a waiting list of those interested in plots 1b Meet with gardeners at beginning of season to identify priorities 2a Identify opportunities for capacity building and self-management in gardens 3a Compile community garden resources into binders 4a Continue to follow up with Great West Life regarding possibilities for implementing concept plan submitted to them. 5a Meet with City representatives and greening staff from other community renewal organizations to identify common goals and values 5b Work with partners to develop standards for community green space plans 5c Work with City and partners on long term use agreement for 152 	<ol style="list-style-type: none"> 1 Number of active gardeners and number on waiting list 2 Number of gardeners taking on leadership roles in garden activities 3 Binder accessible to community groups 4a Great West Life contacted three times per year to continue dialogue regarding concept plan 5 Contact with City and NRC staff on garden use agreements and green space plans 6 Newsletters/publications that feature map of green spaces 	<ul style="list-style-type: none"> • Healthy and accessible greenspace for the residents and stakeholders of West Broadway • Increased community engagement and involvement in greenspace management • Increased interaction between stakeholder groups as the community works towards the implementing the green space plan • Local recognition of the importance of maintaining healthy and accessible greenspace in the inner city • Enhanced community pride • Visible impact on community-identified environmental and greenspace projects

	<p>Park) and Spirit Park</p> <p>5 Continue to work with Great West Life to improved access and usability of their green space along Balmoral Street, based on feedback from the community</p> <p>6 Work in cooperation with the City and NRCs for long term use agreements of green spaces, and adoption of green space plans</p> <p>7 Continue to promote awareness of existing green spaces and walking/cycling routes in West Broadway</p>			<p>Langside and Spirit Park and implementation of green space plans</p> <p>6a Include map of existing green spaces local newsletters and publications</p>		
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5 Year Goals: Community Spaces and Environment

14. Plan and support initiatives that maintain and enhance public and community spaces in the West Broadway neighbourhood

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
14.2 Resident-lead activities for neighbourhood improvement supported by WBDC	Information outlining steps residents can take to pursue each of the following activities: <ul style="list-style-type: none"> Local traffic calming Community gardens Back lanes as public green space Leaf storage location Green spaces and parks Replacing missing/damaged trees on boulevards and in parks River trail development Bulky waste and community clean ups Crosswalk at Sara and Sherbrook Traffic issue at Balmoral and Spence 	<ul style="list-style-type: none"> Local residents Local community organizations and businesses City departments (in compiling information) City Counsellor 	<ul style="list-style-type: none"> Identify City department(s) involved in each of these activities Compile information gathered Communicate information to residents Track progress 	Research steps residents can take to initiate/lead activities (communicate directly with City staff where required) Develop information on steps to take for residents in plain language Compile resources/forms/information relating to each activity in resource binders to be accessed by residents Promote these resources through local newsletters and at local events	Public information created Progress made on enhancing public and community spaces Number of residents accessing information	Increased involvement by local residents in activities Accessible, well-used resources Progress on public and community space development and community concerns Increase in small grants being accessed by resident groups to maintain/enhance community spaces

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5 Year Goals: Community Spaces and Environment

14. Plan and support initiatives that maintain and enhance community spaces in the West Broadway neighbourhood

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
14.3 Support local composting and waste reduction projects	1 Implementation of West Broadway compost PATH 2 Maintain existing community compost sites 3 Vermicompost and organic waste pickup pilot project for apartment dwellers	Local residents Local compost volunteers Local landlords Green Action Centre	1 Create a workplan to implement West Broadway compost PATH 2a Maintain resident-led compost sites 2b Informal methods for educating community about composting initiatives and rewards 3 Involve apartment dwellers and landlords in pilot project 4 Inform City and Province of results of high density composting pilot	1 Staff position required 2 Create a workplan to implement West Broadway compost PATH 2a Coordinate and continue to recruit volunteers to maintain compost sites and provide opportunities for involvement at various levels of engagement 2b Assist with coordination of fall leaf collection for use in bins throughout the year 3a Recruit and identify participant households for phase 1 of pilot project 3b Survey participants to learn about attitudes towards composting 3c Work with participants and landlords to determine appropriate method of diversion (bulk pick up or vermicomposting) 3d Conduct workshops to educate and support participants 3e Support participants and landlords to continue composting 3f Survey participants at mid-point and end of project	Number of participants involved in maintaining compost bins Increased interest in composting Number of participants involved in pilot project Amount of organics diverted from landfill through pilot project Positive attitudes and actions towards composting among pilot project participants City and Province informed of results of high density apartment composting pilot	Prganic waste diverted from landfills Increased neighbourhood sustainability and connection through the cycle of composting to garden soil enrichment Increased knowledge and awareness regarding waste reduction among pilot project participants (apartment dwellers and landlords) Enhanced community pride Visible impact on community-identified environmental and greenspace projects

				3g Make recommendations for Phase 2 of pilot project		
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Five Year Neighbourhood Renewal Plan 2011 - 2016

5 Year Goals: Safety

15. Implement the WBDC Safety Plan to enhance the safety of the West Broadway area

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
15.1 Implement the <i>West Broadway Safety Plan</i>	<p>Improved local knowledge of crime prevention strategies and access to crime prevention resources</p> <p>A decline in criminal activity as reported on Crimestat</p> <p>Hardware fix ups in rooming houses</p> <p>Improved perceptions of personal and community safety in West Broadway</p> <p>Facilitate conditions under which residents and business owners can live without fear of exposure to crime, harassment or harm to themselves, their possessions and their neighbours</p>	<p>Winnipeg Police Service (WPS)</p> <p>West Broadway BIZ</p> <p>West End BIZ</p> <p>Spence Neighbourhood Association</p> <p>DMSMCA</p> <p>CNDC</p> <p>Local agencies and residents</p> <p>MB Justice, Public Safety Investigations Unit</p>	<p>Rental Safety hardware fix up program advertised to rooming house tenants</p> <p>Work with local residents and resident groups to educate and empower them to deal with specific area safety concerns</p> <p>Support local safety and community development events like block parties, safety audits, block meetings and safety committees</p> <p>Work to educate agencies, businesses and residents on results of the Safety Plan and its value as a reference document</p>	<p>Make 20 hardware improvements on area rooming houses</p> <p>Develop a Block Contacts list and facilitate block meetings on streets with safety issues</p> <p>Work with area businesses and residents facilitating safety audits in areas of concern</p> <p>Organize follow-up efforts to respond to findings of safety audits</p> <p>Make regular contact with WPS members and invite them to community meetings and events</p> <p>Advertise Rental Safety program to community members and work with tenants and landlords on specific safety issues in area buildings</p> <p>Organize community meetings on safety and rental safety issues to offer education on root causes of crime and prevention techniques</p>	<p>Number of community development events held and attendance</p> <p>Frequency and results of safety audits and block meetings</p> <p>Number of youth programs utilizing the Safety Plan as a rallying point for expanded services</p> <p>Number of renters participating in inter-unit safety audits and hardware improvement</p> <p>WPS members in attendance at community meetings and events</p>	<p>Improved local safety conditions and opportunities for youth, families and low-income renters</p> <p>Improved linkages with WPS and other safety agencies</p> <p>Criminal activity declines and neighbourhood perception of safety improves</p> <p>Access to crime prevention information improves for residents and businesses</p> <p>Improved understandings of the root causes of crime</p> <p>Community capacity to address safety concerns improves</p>

March 31, 2011

West Broadway Development Corporation
Five Year Neighbourhood Renewal Plan 2011 - 2016

5 Year Goals: Safety

15. Implement the WBDC Safety Plan to enhance the safety of the West Broadway area

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
15.2 Block Contact program developed	<p>Improved local knowledge of crime prevention strategies</p> <p>Improved access for neighbourhood residents to crime prevention resources</p> <p>A decline in neighbourhood criminal activity</p> <p>Improved perceptions of personal and community safety in West Broadway</p> <p>Facilitate conditions under which residents and business owners can live without fear of exposure to crime, harassment or harm to themselves, their possessions and their neighbours.</p>	<p>West Broadway residents, West Broadway businesses, WPS, Manitoba Justice Public Safety Investigations Unit, Broadway Neighbourhood Centre, Local community agencies and residents, West Broadway BIZ, West End BIZ, City Counsellor and MLA</p>	<p>Build capacity of West Broadway residents to respond proactively and collectively to local safety concerns</p> <p>Support and train Block Contacts to act as an information hub with their neighbours</p> <p>Create linkages between residents, homeowners, renters, businesses, agencies to strengthen West Broadway's social network</p> <p>Utilize volunteer efforts to improve area conditions and decrease feelings of isolation and fear</p>	<p>Facilitate safety meetings for concerned neighbours to discuss areas of common concern and strategize solutions</p> <p>Maintain and grow a list of volunteers with safety related interest or abilities</p> <p>Mobilize volunteers in West Broadway to address safety concerns and strengthen connections between neighbours</p> <p>Encourage residents to meet and organize on their own around safety issues.</p> <p>Encourage residents to organize block parties, community garage sales, block meals and other community building events</p>	<p>Number of safety meetings held and attendance</p> <p>Number of volunteers signing up as Block Contacts and safety related initiatives</p> <p>Number of incidents responded to collectively and results of response</p> <p>Number of community building events held by block volunteers and attendance</p>	<p>Criminal activity declines and neighbourhood perception of safety improves</p> <p>Access to crime prevention information improves for concerned community members</p> <p>Improved general understandings of the root causes of crime in West Broadway</p> <p>Community capacity to address safety concerns improves</p> <p>Social network strengthened in West Broadway resulting in less out-migration and less fear of potential safety risks</p>

March 31, 2011

West Broadway Development Corporation
Five Year Neighbourhood Renewal Plan 2011 - 2016

5 Year Goals: Organizational Development
16. Organizational Development

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
16.1 Strengthen WBDC's evaluation framework	WBDC staff and key volunteers are trained on program evaluation Evaluation framework reviewed and revised Process developed for cost/ benefit study of WBDC programs	Health in Common MAFRA Food Matters	Secure funding to hire external evaluator to assist WBDC to improve evaluation framework Evaluator does cost/ benefit study of WBDC programs WBDC staff and key volunteers are trained in new evaluation framework Evaluation results distributed to funders, partners and community	Secure funding for external evaluation consultant Develop process to conduct cost/ benefit study of WBDC's program Update evaluation framework Conduct evaluation WBDC staff and key volunteers trained in evaluation techniques	Funding secured for external consultant Evaluation framework updated Cost/benefit analysis conducted Evaluation conducted on an annual basis with results distributed	Improved measurement of impact of WBDC and NA! programs Continuous improvement of WBDC programs based on evaluation results Understanding of costs and benefits of community development and community economic work

March 31, 2011

West Broadway Development Corporation
Five Year Neighbourhood Renewal Plan 2011 - 2016

5 Year Goals: Organizational Development
16. Organizational Development

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
16.2 Identify and secure sustaining funding for core programming	<p>Community plan initiatives resourced</p> <p>Fundraising plan for WBDC developed and implemented</p> <p>Staff trained in proposal writing and fundraising</p> <p>Services of professional fundraiser secured</p> <p>Support neighbourhood organizations in their funding and fundraising efforts, especially those which uphold the Community Plan</p>	<p>Government, foundation, corporate and private funders</p> <p>Local organizations</p>	<p>Develop and implement fundraising plan to meet Community Plan annual goals</p> <p>Secure services of professional fundraiser for specific programs to improve organizational capacity (ie GFC)</p> <p>Continue to train and support staff in proposal writing</p> <p>Identify new sources of funding</p> <p>WBDC programs are "best practices"</p> <p>Network with local organizations to support their fundraising goals</p>	<p>Develop and implement fundraising plan</p> <p>Secure services of professional fundraiser</p> <p>Train staff in proposal writing</p> <p>Continuously update fundraising plan and identify new sources of funding</p> <p>Lend support and help to local organizations on fundraising</p>	<p>Funding secured for ongoing and new WBDC programs</p> <p>Letters of support and networking with local organizations to support their fundraising efforts</p> <p>WBDC programs are "best practices"</p>	<p>Long term investment in Community Plan goal areas</p> <p>Sustaining funding for WBDC best practice programs</p> <p>Neighbourhood revitalization efforts prevent "down stream" expenses for public services</p>

**West Broadway Community Plan
WBDC Operational Plan - Timeframe of initiatives**

COMMUNITY SOCIAL DEVELOPMENT	Current/ Ongoing	Already applied for funding	Year One (2011) NEW	Future/ When funding identified
1. Plan and support community events				
1.1 Continue to coordinate Spring Clean up, Snoball, Treebanding, support Art City parade and Sherbrook Street Festival.	x			
1.2 Resident run events supported.	x			
2. Multi generational and inter generational programming				
2.1 Youth directed programming support; enhancement of existing programs.	x			
2.2 Inter-generational community program development.				x
3. Encourage programs/ activities: Aboriginal people, new comers, seniors, people with mental/ physical health challenges				
3.1 Work with senior-serving agencies to determine how to improve services in the area			x	
3.2 Support and encourage new programming and the enhancement of existing programming for the following distinct groups: Aboriginal peoples, newcomers, seniors and people with mental or physical health challenges.	x			x
4. Longer operating hours				
4.1 Building a case for longer operating hours for agencies and programs in West Broadway.				x
4.2 Development of volunteer programs				x

COMMUNITY SOCIAL DEVELOPMENT con't	Current/ Ongoing	Already applied for funding	Year One (2011/ 2012) NEW	Future/ When funding identified
5. Recreational and sporting activities				
5.1 Increase recreational and sporting activities in WB				x
HOUSING AND ACCOMODATION				
6. Housing Plan				
6.1 Infill Housing plan	x			
6.2 PIP	x			
6.3 PIP for Efficiency	x			
6.4 Homeownership Initiative				x
6.5 Housing Coordination and Stakeholders	x			
6.6 Rooming House Initiative	x			
7. Renters: resources, education, advocacy				
7.1 Renter support program				x
7.2 Tenant associations support and ROAR		x		
8. Advocate for increased funding for affordable housing				
8.1 Address rising rents	x			
INCREASING INCOME AND POWER FOR WELL-BEING				
9. Improve communication and networking				
9.1 WBDC communications, networking and info hub	x			
9.2 Photovoice		x		
9.3 WB Handbook	x			
9.4 Broadcaster refocused			x	
9.5 Youth engagement				x

INCREASING INCOME AND POWER FOR WELL-BEING con't	Current/ Ongoing	Already applied for funding	Year One (2011/ 2012) NEW	Future/ When funding identified
10. Enhance respectfulness of agencies, businesses, landlords				
10.1 Training				x
11. Neighbourhood education and training programs				
11.1 Odd jobs for youth program				x
11.2 Skills and knowledge sharing (workshops) health, well being	x			
11.3 Soup Bee successful and transition to independence	x			
11.4 Good Food Club funding stable and transition to independence	x			
12. Mentorship program development and implementation				
12.1 Mentorship program development				x
13. Encourage and support local hiring				
13.1 Incubate CED initiatives and encourage local hiring	x			x
COMMUNITY SPACES AND ENVIRONMENT				
14. Maintain and enhance community spaces				
14.1 Implement Green Space Plan	x			
14.2 Resident – led activities for neighbourhood improvement supported			x	
14.3 Composting and waste reduction projects	x			x
SAFETY				
15. Implement the WBDC Safety Plan, enhance safety				
15.1 implement the WBDC Safety Plan	x			
15.2 Develop block contact system			x	

