



Portage la Prairie
Community
Revitalization
Corporation

Portage la Prairie Community Revitalization Corporation

Community Plan Summary Report

***RESULTS OF YEAR 1
APRIL 1, 2009-MARCH 31, 2010***

Introduction

In 2007, Neighbourhoods Alive!, a department of Manitoba Intergovernmental Affairs, announced an expansion to their program to five new communities, including Portage la Prairie. Neighbourhoods Alive! (NA!) is a program of the Manitoba Government that provides support to urban neighbourhoods through community-driven revitalization efforts. To help establish revitalization priorities, Neighbourhoods Alive! saw to the establishment of an Interim Advisory Committee made up of interested community members. Included in the mandate of this committee was to develop a neighbourhood renewal plan based on community consultations, and to recommend a process for coordinating ongoing revitalization efforts in the community.

To develop the neighbourhood renewal plan, the Interim Advisory Committee partnered with the Portage Community Network in a consultation of residents and stakeholders to determine the community revitalization priorities in our community. The partnering with the Portage Community Network provided an opportunity to contract with the University of Winnipeg, Institute of Urban Studies to conduct Community Forums, Focus Groups and One on One Interviews to identify key priorities for the community. During the community consultation process over 25 key informant interviews were completed, six focus groups were conducted with specific populations including families, individuals facing housing challenges, seniors, youth, aboriginal residents and immigrants. Two community forums were held to gather input from residents and engaged over 60 community members. As a result of these activities, a list of priority areas was created for social planning in Portage la Prairie. All findings can be found in the *Social Planning Initiative Phase I Report (2009)*.

At the same time as the study was being conducted, the Interim Advisory Committee recommended that the creation of a new Neighbourhood Renewal Corporation to coordinate ongoing revitalization efforts in the community. In July 2008, the Portage la Prairie Community Revitalization Corporation (PCRC) was incorporated with the members of the Interim Advisory Committee forming the first Board of Directors.

Based on the priority areas and recommendations listed in the Social Planning report, the PCRC Board of Directors developed a list of priorities and related goals to guide the activities of the PCRC over the next five years. The action plan for each priority area is outlined within the ***Portage CRC Community Plan 2009-2014***. While this Five Year Community Plan is meant to guide the activities of the organization over the next 5 Years, it is also flexible in that a review of the Plan will be conducted annually and it will be updated to reflect any changing needs or priorities in the community. The ***Portage CRC One Year Work Plan 2009-2010***, provides greater detail on the activities planned as part of Year One of the PCRC Five Year Community Plan.

This document is a summary of the Community Plan 2009-2014 and One Year Work Plan for 2009-2010. ***Information in red signifies results from initiatives in the One Year Workplan as of March 31, 2010 which marks the end of Year 1 in our 5 Year Community Plan.***

PCRC Mandate, Priority Areas and Goals

The mandate of the Portage la Prairie Community Revitalization Corporation (PCRC) is to enhance the well-being of our community by empowering citizens, improving neighbourhoods, fostering community spirit and building the capacity of community organizations.

Priority Areas and Goal Statements

1. Housing

Goal #1: To improve the quality of existing housing stock while encouraging the creation of additional safe, affordable and appropriate housing.

Goal #2: To ensure the establishment of a community infrastructure to facilitate the development and management of emergency, transitional and affordable housing.

2. Poverty Reduction

Goal: To facilitate opportunities that link lower income residents with activities to improve their well-being and economic situation; and to address barriers to economic security.

3. Community Engagement

Goal #1: To engage citizens and organizations within Portage la Prairie in community initiatives to foster participation and a stronger sense of community and pride.

Goal #2: To promote initiatives that enhance a feeling of safety and well-being.

Goal #3: To build awareness of social and cultural diversity within the community to reduce discrimination and racism.

4. Affordable Recreation and Leisure

Goal: To encourage the creation of affordable recreational opportunities and the development of physical spaces with a focus on the needs of families and youth.

5. Capacity Building

Goal: To provide resources to build the capacity of neighbourhood groups and social service organizations to together develop sustainable solutions to community issues.

6. Organizational Development

Goal: To operate an effective community revitalization organization that meets the goals in the Community Plan while remaining accountable to the community, funders and government.

Summary of Five Year and One Year Community Plans

1. Housing			
Goal #1: To improve the quality of existing housing stock while encouraging the creation of additional safe, affordable and appropriate housing.			
Goal #2: To ensure the establishment of a community infrastructure to facilitate the development and management of emergency, transitional and affordable housing.			
Initiatives	5 Year Targets	Year 1 Outputs	Year 1 Outcomes
<p>1A. Housing Small Grants (HSG)</p> <p>Grants of up to \$2500 for homeowners and \$1000 per unit for landlords to make exterior improvements</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Beautification of 80 – 100 owned homes or rental units (16 -20 properties / year) ▪ Expand this program through partnerships to increase housing grants to a total of \$45,000 <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Beautification of residences and neighbourhoods ▪ Safety improvements to residences and neighbourhoods ▪ Additional investments in homes, rental units and neighbourhoods are encouraged by the program ▪ Pride in homeownership and the community 	<p>Beautification of 8 – 10 owned homes and 6-8 rental units - SURPASSED TARGET - Provided grants to beautify 16 owned homes (14 completed, 1 extended to 2010, 1 declined by owner) and 9 rental homes (6 completed, 3 extended to 2010)</p> <p>Partnerships have been secured to expand this program to \$40,000 in Year 2 – TARGET PARTIALLY MET – \$8,000 of a grant from the City of Portage la Prairie has been allocated by the Board to the program for 2010 to supplement \$30,000 requested from MHRC.</p> <p>Partnerships are also being pursued with trades training programs and volunteer groups to provide labour to HSG projects at low or no cost to allow available funds to go further.</p> <p>SURPASSED TARGET – In 2009, the program was expanded by \$8,500 due to a grants from the City of Portage la Prairie, supplementing the \$30,000 provided by MHRC</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Beautification of 8 – 10 owned homes and 6-8 rental units ▪ Increased safety of dwellings ▪ HSG program spurs additional investment of at least 50% (\$15,000) in renovations <p>Actual</p> <ul style="list-style-type: none"> ▪ Beautification of 14 owned homes and 9 rental homes in 2009 program brings total to 27 owned homes and 9 rental units. ▪ Program was expanded to increase housing grants up to \$38,500 from \$30,000 ▪ HSG program spurred additional investment of 100% (\$33,650 of investment from property owners more than matched \$32,686 in grants for projects completed in 2009) ▪ To date (2008 & 2009) over \$102,000 has been invested in home renovations (\$61,536 in grants and \$40,600 in owner funds) not including homeowner labour. ▪ 6 projects addressed safety issues such as broken front steps and sidewalks or missing / broken handrails ▪ 102 homeowner applications were received for the 2009 program, showing a high need for the program, and a high awareness of the program even though it was only in its 2nd year ▪ Signs in the front yards of participants raised awareness of the program and resulted in positive feedback ▪ Before and after pictures have been compiled for each projects and show beautification results

1. Housing

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Initiatives	5 Year Targets	Year 1 Outputs	Year 1 Outcomes
<p>1B. Neighbourhood Housing Assistance (NHA) funding</p> <p>Grants of up to \$10,000 for improvements to residences and/or rental units or towards creation of new units</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ 15 – 20 housing units are upgraded to meet safety standards or are new units supported by funding to local stakeholders for development <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Improvement in quality and quantity of housing stock ▪ Improvement of living conditions for low-income households ▪ Pride in homeownership and the community 	<p>Process to access NHA funding has been determined – TARGET MET – Requested by MHRC to determine target area for the proposed program based on housing need</p> <p>Application procedure and review criteria have been determined – IN PROGRESS – Target areas for the program have been determined. Awaiting information from MHRC on their application procedure and requirements</p> <p>Application for funding has been submitted to MHRC - TARGET MET – Request for NHA funds has been submitted to MHRC and they will consider for their 2010/11 budget</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Funding is secured and application process is in place <p>Actual</p> <ul style="list-style-type: none"> ▪ Target area for the program has been determined based on demographic data from the Social Planning Initiative Phase I Report ▪ Funding request has been submitted, awaiting response from MHRC

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<p>1C. Portage Housing Coalition (PHC)</p> <p>In partnership with community residents and organizations the PHC will facilitate the development and management of interim and supportive housing</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Information gathered to support plans to develop and manage interim and supportive housing ▪ Funding has been secured to create a housing business plan and feasibility study ▪ New interim and / or supportive housing project is completed <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Minimum of one completed project to create additional interim and supportive housing in Portage 	<p>Information gathered to support plans to develop and manage interim and supportive housing – TARGET MET – Information gathered from other communities on housing models; model for Portage la Prairie chosen and follow up presentations held providing advice on securing funding and managing the project</p> <p>Funding has been secured to create a housing business plan and feasibility study – TARGET MET - \$10,000 received by the Canadian Mental Health Association (CMHA) - partner organization in PHC - from Canada Mortgage and Housing Corporation (CMHC) for a housing needs assessment and business plan. Application to Manitoba Housing – Proposal Development Fund has been submitted to further develop the proposal.</p> <p>TARGET SURPASSED - Service Canada Homelessness Partnering set aside \$550,000 for a housing project in Portage upon an acceptable proposal for emergency and transitional housing.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Partnership formed with community organization to conduct the feasibility study ▪ Applications submitted to fund the feasibility study and business plan <p>Actual</p> <ul style="list-style-type: none"> ▪ Partnership formed with Canadian Mental Health Association to be the sponsor organization for an emergency/transitional/affordable housing project ▪ Applications submitted to fund feasibility study, business plan and proposal development ▪ \$10,000 grant from Canadian Mortgage and Housing Corporation to complete needs assessment and business plan ▪ Service Canada set aside \$550,000 through the Homelessness Partnering Initiative for the housing project dependant on acceptable proposal and confirmation of funding sources ▪ Application submitted to Manitoba Housing for their April 1, 2010 intake for funds to further develop the proposal ▪ Over 26 members have attended PHC meetings, with a core group of 8-10. ▪ PHC has held six meetings over past year to guide the project

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<p>1D. Housing and Building Resources</p> <p>Information on housing resources and funding programs for residents and landlords</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ PCRC office has information and pamphlets on housing available for residents and landlords to access, including RRAP and MB Hydro grants <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Improvement in quality and quantity of housing stock ▪ Increased knowledge and usage of available housing programs in PLP 	<p>PCRC office has information and pamphlets on housing available for residents and landlords to access, including RRAP and Hydro grants –</p> <p>TARGET MET – An information sheet outlining key housing programs is available at our office and on the PCRC website</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ A resource area is created ▪ Housing program information is available in at least 2 other locations <p>Actual</p> <ul style="list-style-type: none"> ▪ Information on housing programs is available in the lobby of the PCRC office, which allows access during business hours and after hours when the building is open for Bingos ▪ Applications for the Home Beautification Grants are also available at City Hall, the library and building supply retailers
<p>1E. Tenant-Landlord Relations</p> <p>Activities to promote positive tenant-landlord relations and foster an understanding of tenant and landlord responsibilities</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Distribution of information on tenant and landlord rights and responsibilities ▪ Creation of a landlord resource area ▪ Exploration and implementation of a strategy to build better tenant-landlord relations <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Landlords and renters are aware of their roles and responsibilities ▪ Reports of better relationships between landlords and renters 	<p>Not a priority in Year 1, to be further explored in Year 2 – N/A</p>	<p>One Year Outcomes</p> <ul style="list-style-type: none"> ▪ N/A

2. Poverty Reduction

Goal: To facilitate opportunities that link lower income residents with activities to improve their well-being and economic situation; and to address barriers to economic security.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>2A. Food Security Initiatives to provide greater food security (e.g. community gardens, food co-ops, etc.)</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ A strategy for greater food security ▪ Community members are engaged in planning and implementation of food security initiatives <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Increased food security in the community 	<p>This is not a priority in Year 1</p> <p>Neighbourhood and organizational relationships will be built in Year 1, which will help make this initiative a success in future years – TARGET MET AND ONGOING – Participated in the Healthy Living Together Committee which is planning several food security projects to be implemented by partner organizations.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ N/A <p>Actual</p> <ul style="list-style-type: none"> ▪ Participated in the Healthy Living Together Committee which facilitated discussions on food security by programs offering community kitchen and nutrition programs ▪ Application for funding was submitted jointly by community partners to the Healthy Living Together Committee. The funding will be managed by the PCRC.
<p>2B. Transportation Provide an advocacy role in the issue of transportation in relation to poverty</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Advocacy to address barriers related to lack of transportation in relation to poverty <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Transportation is recognized as a barrier to economic security and strategies are being explored to address the issue 	<p>Not a priority in Year 1</p> <p>Neighbourhood and organizational relationships will be built in Year 1, which will help make this initiative a success in future years – N/A</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ N/A

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Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>2C. Employment and Training Partnering with organizations / projects that provide employment and/or training opportunities to reduce poverty</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Provide support to groups in planning employment and training projects, securing funding and breaking down barriers to participation (target 3-5 projects) <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Lower income residents are provided with opportunities to improve their economic situation and well-being through employment and training activities 	<p>Provide support to at least one group in planning employment and training projects, securing funding and / or breaking down barriers to participation</p> <p>TARGET MET – Assisted Community Clothes Cupboard group in applying to NRF – proposal was declined; later submitted to Revitalize Portage!</p> <p>Three projects addressing Employment and Training opportunities have been submitted to and funded by Revitalize Portage! (Small Grants) Fund.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ At least one project is planned to address this priority area with the support of PCRC staff <p>Actual</p> <ul style="list-style-type: none"> ▪ Provided a \$2,500 Revitalize Portage! Grant to the Portage Learning and Literacy's Community Clothes Cupboard project to provide free employment related clothing to those seeking and in early stages of retaining employment. ▪ Provided a \$2,500 Revitalize Portage! Grant to SAM (Service and Mobility) Inc. for a Supported Employment Workshop. The workshop is expected to draw around 100 participants. ▪ Provided a \$2,500 Revitalize Portage! grant to the Tupper Street Family Resource Centre for computers and printer for parents / community use in the resource centre for job searches.

3. Community Engagement

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Goal #3: To build awareness of social and cultural diversity within the community to reduce discrimination and racism.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>3A. Neighbourhood Building Projects to build relationships within a neighbourhood (eg. block parties, BBQs, etc.)</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ PCRC hosts a Neighbourhood Building event/project annually ▪ Resource is created on how to organize a Neighbourhood Building event ▪ 15 - 20 Neighbourhood Building projects are supported through the Community Small Grants program (3-4 per year) <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Neighbours know each other, creating a greater sense of community and pride, as well as safety and well-being ▪ Credibility of the PCRC is established in the community 	<p>PCRC to host a Neighbourhood Building event (eg. block party, BBQ, etc.) – TARGET MET AND ONGOING – Developed a Block Party program to provide incentive to neighbourhood groups to host a block party through the Revitalize Portage Grant (Small Grant Fund). Two block parties have been completed with approximately 200 participants. More are planned for spring.</p> <p>Resource is created on how to organize a Neighbourhood Building event – IN PROGRESS – Resource is in draft stage and being piloted with groups planning spring block parties.</p> <p>Support 2 -3 Neighbourhood Building projects through the Community Small Grants program – TARGET MET– Funding provided to Portage Potato Festival, Block Parties & Time 4 Kids Halloween Bash</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ PCRC has hosted a Neighbourhood Building event/project to foster a sense of community and pride, with 40 – 50 participants ▪ Raised awareness of the Community Small Grants program to support Neighbourhood Building, results in 2 - 3 funded projects <p>Actual</p> <ul style="list-style-type: none"> ▪ Developed a Block Party program to provide incentive to neighbourhood groups to host a block party through the Revitalize Portage Grant (Small Grant Fund). ▪ Two block parties have been completed with approx 200 participants. More are planned for spring. ▪ Block Party Planning Guide is in draft stage and being piloted with groups planning spring block parties ▪ \$2,500 of funding granted through the RP! Grant to Portage Potato Festival for children’s activities, a free event for all ages that drew 3000 participants ▪ \$2,500 of funding granted to the Time 4 Kids Halloween Bash, which brought out 365 children plus their parents in a safe family fun environment

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Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>3B. Safe Neighbourhoods</p> <p>Projects to increase the feeling of safety in a neighbourhood (eg. Safety audits, community clean-ups, graffiti removal, etc.)</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ PCRC hosts a Safe Neighbourhoods project annually (eg. Safety audits, community clean-ups, graffiti removal, etc.) ▪ Total of 10 - 15 Safe Neighbourhood projects initiated by the community (1 -3 per year) <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ A greater feeling of safety in ones own neighbourhood which in turn effects a persons feeling of well-being 	<p>PCRC to organize a safety audit to increase the feeling of safety in a neighbourhood – IN PROGRESS – Safety Audit Training will be provided in May 2010 in conjunction with CPTED training; Timelines for this project were delayed due to the vacancy of the CF position in summer 2009</p> <p>Support two Safe Neighbourhoods projects to address issues identified in the safety audit or by the community – IN PROGRESS – Projects to be determined upon completion of the safety audit; One block party also promoted the Neighbourhood Watch program and this will be implemented at all future block parties.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ PCRC has hosted a safety audit with at least 25 community members participating ▪ Two projects have been completed to address issues identified in the safety audit <p>Actual</p> <ul style="list-style-type: none"> ▪ Safety Audit Team is being formed with 19 members to date ▪ Safety Audit and CPTED 2 day training seminar has been scheduled for May 28th & 29th ▪ A target area has been determined for the initial safety audit ▪ A community meeting was held to hear concerns and recruit volunteers ▪ Partnerships being developed with RCMP, COPP, City of Portage, and Canada Post to establish a follow-up process to safety audit results
<p>3C. Social and Cultural Diversity Projects</p> <p>Projects to build awareness of social and cultural diversity within the community to reduce discrimination and racism</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ PCRC to organize an event / project annually to promote social and cultural awareness ▪ 10 Social and Cultural Diversity projects supported through the Community Small Grants program (2 or more per year) <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Awareness of social and cultural diversity within the community to reduce discrimination and racism 	<p>An event to recognize March 21st - <i>International Day for the Elimination of Racial Discrimination</i> – TARGET CHANGED – Due to conflict with the Manitoba Games being hosted in Portage la Prairie the PCRC have changed this target to an event that highlights social and cultural diversity on May 8, 2010. Planning for this event is IN PROGRESS</p> <p>Support 2-3 Social and Cultural Diversity projects through the Community Small Grants program – TARGET MET - Funding provided to CMHA Mental Illness Awareness Week activities and Sharing Our World event</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Community participation of at least 50 people in an event to recognize March 21st ▪ Raised awareness of the Community Small Grants program to support Social and Cultural Diversity projects results in 2 - 3 project funded <p>Actual</p> <ul style="list-style-type: none"> ▪ Planning an event to raise awareness of the social and cultural diversity of people in Portage la Prairie. Displays, demonstrations, "Taste of the World" food sampling, entertainment and activities being planned with community volunteers. ▪ CMHA's Mental Illness Awareness Week involved 130 people in the events and distributed hundreds of awareness ribbons and mental illness fact cards.

4. Affordable Recreation and Leisure

Goal: To encourage the creation of affordable recreational opportunities and the development of physical spaces with a focus on the needs of families and youth.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>4A. Recreation and Leisure Scan Identification of existing opportunities and gaps in recreation and leisure, including physical spaces</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ A list of existing recreation and leisure opportunities, including physical spaces ▪ Identification of areas where gaps exist ▪ A plan of action for future improvements is created based on this scan <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ PCRC and the community has a better idea of what opportunities exist and where gaps exist to help plan and link programming that meets the needs of the community 	<p>Initial results from the SPI study are used to guide the development of additional recreation and leisure opportunities – TARGET MET – Walking paths and a Skatepark were identified as initial priorities</p> <p>Method for gathering additional data is determined - TARGET DEFERRED TO FUTURE YEARS – Due to significant changes happening in recreation and leisure in Portage la Prairie with the construction of a recreation multiplex it was determined that a comprehensive scan of recreation and leisure would be more useful once this facility has been in operation for a period of time</p> <p>Funds for resources required to conduct scan including staff person(s) are applied for - TARGET DEFERRED– See above.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Plan for gathering data is created (if required) ▪ Funding to conduct data gathering is applied for (if required) <p>Actual</p> <ul style="list-style-type: none"> ▪ Target deferred to after Portage Regional Recreational Authority and PCU Centre have been in operation for a period of time, as this will significantly change recreation and leisure opportunities ▪ Walking paths identified as initial priority and Rotary Club partnered to take the lead on this project ▪ Skate park identified as a priority but due to uncertainty of future of the Centennial Arena a temporary Skate Park was not seen as a sustainable solution. Deferred until future of arena is determined
<p>4B. Promotion of Existing Recreational and Leisure Opportunities Promotion of existing recreation and leisure opportunities, with an emphasis on reaching citizens who are less engaged in the community</p>	<p>Five year Outputs</p> <ul style="list-style-type: none"> ▪ Section in newsletter used to promote affordable recreation and leisure activities ▪ Partnership secured to expand promotional efforts in Year 2, upon completion of the recreation and leisure scan <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ The community is aware of existing affordable recreation and leisure opportunities, leading to increased participation 	<p>Section in newsletter used to promote affordable recreation and leisure activities</p> <p>Partnership secured to expand promotional efforts in Year 2, upon completion of the recreation and leisure scan</p> <p>TARGET DEFERRED TO FUTURE YEARS – See section 4A</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ 5-10 activities promoted in newsletter <p>Actual</p> <ul style="list-style-type: none"> ▪ TARGET DEFERRED TO FUTURE YEARS – See section 4A

4. Affordable Recreation and Leisure

Goal: To encourage the creation of affordable recreational opportunities and the development of physical spaces with a focus on the needs of families and youth.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
4C. Addressing Gaps Projects in the area of recreation and leisure based on gaps identified in Recreation and Leisure Scan	Five Year Outputs <ul style="list-style-type: none"> ▪ At least 3-4 projects over five years to create additional recreation and leisure opportunities Five Year Outcomes (Walking paths) <ul style="list-style-type: none"> ▪ Safe places to walk exist in all part of the community ▪ Active transportation system exists to travel to areas of shopping and employment Five Year Outcomes (Skate park) <ul style="list-style-type: none"> ▪ A safe, affordable recreational opportunity for youth 	i) Walking paths Following the City of Portage la Prairie's plan for additional walking paths, partnerships have been formed and funding proposals have been submitted – TARGET MET - The Rotary Club developed a project to expand walking paths in partnership with the City of Portage la Prairie; Funding was secured through the NRF	Anticipated <ul style="list-style-type: none"> ▪ Partnerships have been built to work together on this priority area ▪ Funding has been secured for the first phase of the project Actual <ul style="list-style-type: none"> ▪ The Rotary Club developed a project to expand walking paths in partnership with the City of Portage la Prairie; Funding was secured through the NRF to add walking paths to the Republic of Manitobah Park.
		ii) Skate park In conjunction with the City of Portage, a plan for improving the current skate park is created and funding proposals are submitted – TARGET DEFERRED TO FUTURE YEARS - This project was deferred due to the potential location of the skate park being temporary. This will be further explored when the future use of the Centennial Arena location has been determined.	Anticipated <ul style="list-style-type: none"> ▪ A plan has been created and funding has been secured for improvement of the current skate park location Actual <ul style="list-style-type: none"> ▪ This project was deferred due to the potential location of the skate park being temporary. This will be further explored when the future use of the Centennial Arena location has been determined.

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Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>4D. Address Barriers to Participation A strategy to identify and address barriers to participating in recreation and leisure opportunities</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Barriers to participation in recreation and leisure opportunities are identified ▪ Service providers are educated about these barriers and support is provided to help address these issues ▪ Initiatives are created to address barriers to participation <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Barriers to accessing recreation and leisure opportunities are reduced, leading to increased participation 	<p>The information on existing barriers to participation in the Social Planning Initiative is examined – TARGET MET – The SPI report indicates transportation, cost and lack of awareness as barrier to participation.</p> <p>Method and resources for gathering additional data on barriers is determined for inclusion on Recreation and Leisure Scan - TARGET DEFERRED TO FUTURE YEARS – See section 4A</p> <p>Strategies to address barriers begin to be investigated – TARGET MET – Identified barriers will be considered in the development and/or review of any future recreation and leisure initiatives</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Plan for gathering data is created ▪ Funding to conduct data gathering is applied for <p>Actual</p> <ul style="list-style-type: none"> ▪ SPI report indicates transportation, cost and lack of awareness as barriers to participation. These will be considered in the development and/or review of any future recreation and leisure initiatives. ▪ Other data gathering has been deferred to future years as needed
<p>4E. Linkages with City of Portage Working partnerships with City of Portage to develop affordable recreation, leisure and green spaces</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ PCRC and City of Portage to partner in no less than two projects to develop affordable recreation, leisure and green spaces ▪ Mutual awareness between PCRC and City of Portage regarding goals in relation to recreation, leisure and green spaces <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Two long term investments in recreation, leisure and green space ▪ Partnerships between PCRC and City of Portage make fundraising for these projects more efficient 	<p>Mutual awareness between PCRC and City of Portage regarding goals in relation to recreation, leisure and green spaces – ONGOING – A presentation was given to City Council on the mandate and progress of the PCRC in November 2009. Discussions have been held with the City Manager, Manager of Parks and other staff in the Economic and Community Development department. City Manager is sent PCRC minutes. City Councilors have been involved in PCRC subcommittees and projects.</p> <p>One project in partnership between the PCRC and City of Portage is identified and proposals for funding have been submitted – TARGET MET – The PCRC assisted in proposal development to the NRF for the walking path project that was a partnership of the Rotary Club and City of Portage</p> <p>A partnership was explored between the City and PCRC for the development of a skate park but was deferred to future years.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ A good working relationship between the PCRC and City of Portage has been fostered ▪ One partnership project for affordable recreation and leisure is identified and proposals for funding have been submitted <p>Actual</p> <ul style="list-style-type: none"> ▪ Presentations and open communications have fostered a working relationship between the PCRC and City of Portage. ▪ The PCRC assisted in proposal development to the NRF for the walking path project that was a partnership of the Rotary Club and City of Portage ▪ A partnership was explored between the City and PCRC for the development of a skate park but was deferred to future years. ▪ Future partnerships in the area of recreation and leisure are being explored with the City of Portage and the Portage Regional Recreation Authority (PRRA)

5. Capacity Building

Goal: To provide resources to build the capacity of neighbourhood groups and social service organizations to together develop sustainable solutions to community issues.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>5A. Proposal Development Assistance Assistance to proponents in developing proposals for Neighbourhoods Alive! (NA!) and other funding sources</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ High quality proposals submitted to the NA! Neighbourhood Renewal Fund (NRF) ▪ Board reviews 5-7 NRF proposals per year at the request of NA! to expend the entire budget allocated to PLP with projects that address the priority areas of the 5 Year Plan <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Expenditure of entire NRF budget allocated to PLP ▪ Quality of proposals is enhanced leading to a higher success rate ▪ Organizations have an increase knowledge and skills to develop successful proposals to together develop sustainable solutions to community issues 	<p>High quality proposals to be submitted to the NA! NRF – TARGET MET – 13 proposals submitted in 2009/10 intakes –5 approved, 1 declined, 3 withdrawn, 3 referred to RP!, 1 currently under review</p> <p>Board reviews 5-7 NRF proposals at the request of NA! to expend the entire budget allocated to PLP with projects that address the priority areas of the 5 Year Plan – TARGET MET– 13 proposals were reviewed by the Board with 11 receiving recommendations from the Board as fitting with the Community Plan</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ 5-7 high quality proposals to NRF that address the priority areas in the 5 year plan ▪ Organizations are aware of and accessing the PCRC for proposal development assistance <p>Actual</p> <ul style="list-style-type: none"> ▪ 13 proposals submitted in 2009/10 intakes –5 approved, 1 declined, 3 withdrawn, 3 referred to RP!, 1 currently under review ▪ 9 proposals submitted in 2008/9 intakes – 8 approved, 1 referred to Healthy Living ▪ \$265,232 in funds from the Neighbourhood Renewal Fund allocated to Portage la Prairie projects to date

5. Capacity Building

Goal: To provide resources to build the capacity of neighbourhood groups and social service organizations to together develop sustainable solutions to community issues.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>5B. Training Opportunities Training opportunities to increase the capacity of local organizations</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Initiate or partner in at least one training opportunity per year with topics based on areas of local interest <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Neighbourhood groups and social service organizations gain useful skills required to together develop sustainable solutions to community issues 	<p>Organize a Funder’s Forum to bring potential funders to Portage la Prairie and provide information about their programs and application process – TARGET MET - “Funding Your Community Project” was held March 23rd, 2010 and included presentations from seven funding organizations.</p> <p>TARGET SURPASSED – Red River College gave a presentation on grant seeking/proposal writing as an afternoon session to “Funding Your Community Project”</p> <p>TARGET SURPASSED - The Portage CRC hosted a Board Development workshop in October/November 2009 – 25 participants representing 13 local organizations</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Local organizations are more aware of potential funders and their application process ▪ Training priorities for future workshops have been determined <p>Actual</p> <ul style="list-style-type: none"> ▪ Awareness of potential funders and their application processes was raised by presentations from 7 funding organizations at the “Funding Your Community Project” workshop to 25 participants representing 18 organizations ▪ Proposal writing and grant seeking skills improved for 20 participants representing 16 organizations ▪ Knowledge in Board roles and responsibilities was increased for 13 local organizations, with participation of 25 board members and staff ▪ Training priority areas identified by event participants in evaluation forms will be used for future planning
<p>5C. Coordination and Communication Opportunities for social service groups to network and develop partnerships to meet the goals identified by the Social Planning Initiative and PCRC 5 Year Plan</p>	<p>Five year Outputs</p> <ul style="list-style-type: none"> ▪ Working with the Portage Community Network, provide networking opportunities and promote awareness and partnering opportunities ▪ Assist the Portage Community Network in developing a Social Plan based upon results of the Social Planning Initiative study <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Social service organizations are aware of each other and working together to develop sustainable solutions to community issues 	<p>Working with the Portage Community Network, promote the results of the Social Planning Initiative and facilitate partnerships to address these issues – TARGET MET & ONGOING – The PCRC was a partner in the launch of the Social Planning Initiative report and the strategic planning process to formulate next steps to addressing the SPI recommendations. PCRC was asked by the Portage Community Network (PCN) to take responsibility for the next stages of the Social Planning Initiative.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Social service organizations are aware of each other and working together to develop sustainable solutions to community issues <p>Actual</p> <ul style="list-style-type: none"> ▪ The PCRC was a partner in organizing the launch of the Social Planning Initiative report ▪ PCRC assisted PCN in organizing strategic planning process to formulate next steps to addressing the SPI recommendations – 16 participants representing 15 community organization ▪ PCN requested that PCRC take responsibility for the Social Planning Initiative next steps. PCRC accepted and this initiative will be included in the PCRC Workplan for Year 2

5. Capacity Building

Goal: To provide resources to build the capacity of neighbourhood groups and social service organizations to together develop sustainable solutions to community issues.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>5D. Community Small Grants (Revitalize Portage! Grants)</p> <p>Grants of up to \$2500 to be provided to neighbourhood groups and social service organizations to support projects that address the PCRC priority areas</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Secured funding from NA! for Community Small Grants annually ▪ Review 10 – 15 small grant projects annually, totaling \$25,000 to projects addressing PCRC priorities <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Neighbourhood groups and social service organizations offer projects and programs to address the PCRC priority areas 	<p>Developed procedures for administration of Community Small Grants program – TARGET MET – An application package, letter of understanding, final reporting template and other procedures for administration of the Revitalize Portage! program were developed.</p> <p>Secured funding from NA! - TARGET MET - \$25,000 for the program was secured from the Neighbourhood Renewal Fund in July 2009</p> <p>Promotion strategy for Community Small Grants – TARGET MET - Brochure created, promoted on radio and in local paper, application form available on website, brochure available in PCRC information folders</p> <p>Distribution of entire Community Small Grants budget to projects addressing PCRC priorities – IN PROGRESS \$23,000 of a total allotment of \$25,000 committed to date. Anticipate total expenditure by end date of June 30, 2010</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Funding is secured for CSG ▪ Expenditure of the full amount of CSG funds with projects that address PCRC priority areas <p>Actual</p> <ul style="list-style-type: none"> ▪ The Revitalize Portage! Grant program was launched in July 2009 ▪ 10 projects have been funded through the Revitalize Portage! Grant to date: <ul style="list-style-type: none"> • 3 Neighbourhood Building projects • 1 Safe Neighbourhoods Project • 2 Social and Cultural Diversity Projects • 3 Poverty Reductions Projects • 1 Affordable Recreation and Leisure project

6. Organizational Development

Goal: To operate an effective community revitalization organization that meets the goals in the Community Plan while remaining accountable to the community, funders and government.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>6A. Governance & Policies Structure to ensure effective and accountable functioning of the PCRC</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Board of Directors representative of the community ▪ Board Policy Manual including Committee Structures and Terms of Reference ▪ Policy and Procedures Manual <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Governance and polices to allow the organization to function most effectively while remaining accountable to the community, funders and government 	<p>Board of Directors representative of the community – TARGET MET – 11 member Board of Directors with members from a variety of backgrounds, interests and skill sets</p> <p>Committee Structure and Terms of Reference – IN PROGRESS – Personnel and Policy Subcommittee has been established. Portage Housing Coalition Subcommittee has been established with a Terms of Reference.</p> <p>Personnel Policy – TARGET MET – Personnel Policy was adopted January 11, 2010</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Board of Directors with 7 – 15 members ▪ Committee Structure with terms of reference for each has been determined ▪ Personnel policy has been created <p>Actual</p> <ul style="list-style-type: none"> ▪ 11 member Board of Directors meets monthly to provide guidance to the operation of the PCRC ▪ Each Board member receives a Board of Directors binder at the beginning of their term including policies and other needed information ▪ Established a Personnel & Policy Subcommittee ▪ Personnel Policy adopted and implemented ▪ Terms of Reference adopted for the Portage Housing Coalition ▪ The need for further subcommittees and terms of reference is being explored for Year 2

6. Organizational Development

Goal: To operate an effective community revitalization organization that meets the goals in the Community Plan while remaining accountable to the community, funders and government.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>6B. Partnerships & Sustainability Partnerships and funding to support PCRC operations and projects</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Partnerships continue and in kind contributions are expanded to support the operations of the PCRC (accounting, meeting space, payroll, etc.) ▪ PCRC projects have a wide variety of local partners <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ The PCRC is well supported locally, allowing the funding from NA! to go further in the community 	<p>Partnerships continue and are expanded to support the operations of the PCRC (accounting, meeting space, payroll, etc.) – ONGOING – City of Portage continues to provide payroll services and also provided a grant of \$10,000 to the PCRC in their 2009 and 2010 budgets; Portage Sport and Cultural Association continue to provide free meeting space in the Bingo Hall. Plan to strengthen and expand operational partnerships in Year 2</p> <p>PCRC projects have a wide variety of local partners – TARGET MET AND ONGOING – Developed a number of community partnerships in PCRC projects including Safety Audit, Cultural Event (Sharing Our World), Block Party, Funding Your Community Project, Home Beautification and other projects</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ The PCRC is well supported locally, allowing the funding from NA! to go further in the community <p>Actual</p> <ul style="list-style-type: none"> ▪ City of Portage provides payroll services at no charge for the PCRC ▪ City of Portage provided a grant of \$10,000 to the PCRC in each of the 2009 and 2010 budgets ▪ Meeting space provided at no charge at Bingo Hall during daytime meetings ▪ Business sponsorship for Sharing Our World ▪ Partnerships for PCRC projects are numerous and are acknowledged in reports for each project
<p>6C. Membership & Accountability A strong membership representative of the community to guide the activities of the PCRC</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Membership of the PCRC is representative of the community, with a target of 80-100 members ▪ Annual AGM that is well attended by PCRC members <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Transparent governance that is accountable to its membership ▪ Membership that is representative of the community ▪ AGM well attended by members and public 	<p>PCRC membership of at least 40 members – SURPASSED TARGET – 66 members as of March 31, 2010</p> <p>Annual AGM attended by at least 25 people – SURPASSED TARGET - 33 people attended June 2009 AGM (29 members, 3 guests and 1 staff)</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ PCRC membership of at least 40 ▪ AGM is well attended by at least 25 people <p>Actual</p> <ul style="list-style-type: none"> ▪ PCRC has 66 members as of March 31, 2010 consisting of individuals who live, work or volunteer in the City of Portage la Prairie ▪ 33 people attended June 2009 AGM (29 members, 3 guests and 1 staff)

6. Organizational Development

Goal: To operate an effective community revitalization organization that meets the goals in the Community Plan while remaining accountable to the community, funders and government.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>6D. PCRC Communications Strategy</p> <p>A communications strategy to raise awareness of the PCRC and increase participation in PCRC initiatives</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ A comprehensive communications plan for PCRC and its initiatives ▪ Brochures / pamphlets on PCRC and programs ▪ Quarterly Newsletter delivered to each household in PLP ▪ PCRC Website with increased usage over the 5 years ▪ Newspaper articles and radio interviews to highlight key activities of PCRC <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ Citizens are aware of the PCRC and its mandate and are engaged in our activities and programs 	<p>A comprehensive communications plan for PCRC and its initiatives –TARGET MET – Communications plan created</p> <p>Brochures / pamphlets on PCRC and programs – TARGET MET – General PCRC brochure plus brochures on Revitalize Portage! Grants, Home Beautification Grant & Block Parties created</p> <p>Quarterly Newsletter delivered to each household in PLP – TARGET PARTIALLY MET – Spring, Fall & Winter Editions of the newsletter were distributed to every household. Summer edition was not printed due to CF vacancy</p> <p>PCRC Website created – TARGET MET - Website available at www.PortageCRC.com</p> <p>Newspaper articles and radio interviews to highlight key activities of PCRC – TARGET MET – 15 articles on PCRC initiatives in the Daily Graphic this fiscal year, with a similar amount on Portage Online / local radio; also have bi-weekly radio interviews on CFRY radio</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Communications plan is created ▪ Newsletter distributed quarterly to each household in PLP ▪ Website is developed and being accessed by the public ▪ 6-8 news stories on PCRC activities <p>Actual</p> <ul style="list-style-type: none"> ▪ Communications plan created for the PCRC ▪ Print materials created including brochures for PCRC general information, Revitalize Portage! Grants, Home Beautification Grants & Block Parties ▪ Spring, Fall & Winter Editions of the newsletter were distributed to every household. ▪ Feedback from community after newsletter distributions indicates newsletters as an effective communications tool ▪ Website launched in summer 2009 and has seen an average of 300 visitors per month (569 visitors in February after release of Winter newsletter) ▪ Media has been supportive of PCRC news and events with excellent local coverage

6. Organizational Development

Goal: To operate an effective community revitalization organization that meets the goals in the Community Plan while remaining accountable to the community, funders and government.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>6E. Board and Staff Capacity Building Provision of opportunities to increase the skill level of PCRC Board and staff to create a functioning, effective organization</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Provide a Board training opportunity annually ▪ Staff to receive training to further their community development skills <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ The PCRC Board and staff have the skills necessary to create a functioning, effective organization that meets the goals outlined in the 5-year plan 	<p>Board training opportunity in an area of need as identified by the Board – TARGET MET – Board Development workshop was held over 2 three hour session in October & November 2009 – 7 of our 11 Board members attended. Subcommittee has been formed to implement recommendations from session.</p> <p>Staff to identify training needs and receive training in areas of highest priority – TARGET MET – ED and CF attended Proposal Writing, Board Development and Funding Your Community Project Workshops; ED attended Writing Policy and Procedure Manuals workshop and Measure Up workshop; CF attended Funders Forum, Marketing and Website workshops</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ PCRC Board and staff has training to increase its effectiveness <p>Actual</p> <ul style="list-style-type: none"> ▪ 7 of 11 Board of Directors members attended Board Development training and indicated gaining skills to increase effectiveness as a result of the training ▪ Subcommittee formed to implement recommendations from the training ▪ Staff have implemented proposal writing skills gained from training in their day to day work and also in assisting community partners with proposals ▪ ED implemented skills from Writing Policy and Procedure Manuals in the writing of the PCRCs Personnel Policy. ▪ Knowledge from the Funders Forum and Funding Your Community Project have been used in planning Year 2 activities and identifying potential funding sources ▪ Skills from the Measure Up workshop will be used in the Social Planning Initiative Next Steps

6. Organizational Development

Goal: To operate an effective community revitalization organization that meets the goals in the Community Plan while remaining accountable to the community, funders and government.

Initiatives	5 Year Targets	1 Year Outputs	Year 1 Outcomes
<p>6F. PCRC Workplans Workplans for PCRC priority areas which are reviewed and updated regularly to address changes in the community, as well as successes and challenges of previous strategies and initiatives</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Annual Workplans ▪ Annual review and update of 2009-2014 Community Plan ▪ Annual reports on progress in reaching goals and objectives ▪ 5 Year Plan for 2014 – 2019 based on community consultations <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ PCRC initiatives are responsive to changes in the community and address areas of greatest concern to residents. 	<p>One Year Workplan for 2010-2011 – TARGET MET – Submitted to NA! March 31, 2010</p> <p>Updated 5 Year Plan – TARGET MET – Board Strategic Planning and meetings with partners confirm the priority areas in the Community Plan remain relevant</p> <p>End of Year Progress Report – TARGET MET – Submitted March 31, 2010 to NA! and community partners</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ Annual Workplan accepted by Board and NA!, and is reflective of community priorities ▪ Successes and challenges in attaining Year 1 outcomes are documented <p>Actual</p> <ul style="list-style-type: none"> ▪ Board Strategic Planning and meetings with partners confirmed the priority areas in the Community Plan remain relevant to the community ▪ Workplan for Year 2 created based on Year 1 successes and challenges and Board Strategic Planning process ▪ Results document for Year 1 created to document successes and challenges in attaining Year 1 outcomes
<p>6G. Staffing Hiring of staff as necessary and feasible</p>	<p>Five Year Outputs</p> <ul style="list-style-type: none"> ▪ Personnel are hired as needed to ensure smooth operations of the PCRC and its initiatives <p>Five Year Outcomes</p> <ul style="list-style-type: none"> ▪ The PCRC has the staff required to meet the goals of the Community Plan 	<p>Executive Director and Community Facilitator as full-time staff – TARGET MET</p> <p>Explore need and funding possibilities for an additional staff position – TARGET MET & ONGOING – Need for administrative support was identified as a need and included in 2010-11 Budget. Summer Students identified as an opportunity and applications submitted for summer 2010.</p>	<p>Anticipated</p> <ul style="list-style-type: none"> ▪ ED and CF in place ▪ Additional staff position explored <p>Actual</p> <ul style="list-style-type: none"> ▪ ED in place at 30 hours / week ▪ CF in place at 37.5 hours / week. The position was vacant for 2 months during summer 2009 during hiring process ▪ Administrative assistance at 1 days / week for 7 months ▪ 2010-11 budget includes full time ED and CF and administrative assistance 2 days per week for 8 months ▪ Summer Students identified as an opportunity and applications submitted for summer 2010.