

Appendix F: Strategic Plan Grants Summarized by Strategic Plan Objectives and Outcomes

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
artsREACH	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic.	Objective 10 of the City of Victoria Strategic Plan 2015-2018 focuses on nurturing arts, culture and learning capital. It specifically calls for support of arts and culture to increase in an inclusive and strategic way. Lack of access due to financial limitations extends to all arts disciplines, and research clearly demonstrates that it is vital to expose at-risk children to a variety of hands-on arts experiences. Through our proven and popular artsREACH programming, the artsREACH Society will effectively address the issue of inaccessibility for economically marginalized children by offering a variety of free workshops in visual arts, theatre and dance. Our in-school workshops will further increase accessibility by offering workshops where the children are already enrolled in school, which will relieve working parents of the burden of getting their children to and from extracurricular lessons. In addition, artsREACH will enhance the knowledge of classroom teachers, who will be encouraged to follow up and/or expand on their student's arts experiences through observing artsREACH workshops and consulting the Teacher's Guide that will be available to every participating teacher.
BC Healthy Communities Society	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Boulevard gardens exist in all neighbourhoods.	Research shows that a key component of resilient communities is the degree of social connectedness that exists among residents and between organizations and groups. Social isolation has been linked to worse health implications than smoking. Locally, this is extremely relevant; according to the Victoria Foundation's Vital Signs report, 29% of residents have felt somewhat lonely over the past week, 17% do not feel significantly connected to their community in any way at all, and 27% do not feel that they know their neighbours well enough to ask for assistance even when in need. Resilient Streets activities help reduce isolation, and have many more positive impacts. At the same time, our program meets the strategic goals of engaging and empowering the community and improving emergency preparedness. By including neighbourhood associations, Victoria Emergency Management Agency, Blockwatch, Landlord BC and other community groups in our collaboration, their capacity is expanded. By revising our toolkit and administering small grants to individuals, we will be empowering neighbourhood residents to lead and implement projects.
		Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	Currently, our toolkit includes activity ideas and resources in four thematic areas: Gatherings and Celebrations; Placemaking; Sharing and the Local Economy; Peer Learning and Action. Some of the projects that neighbours took on together during our Vic West pilot included holding a block party, retrofitting homes for reduced energy use, building a publicly accessible orchard, sharing tools, and starting a food-buying co-op. In long-term follow-up, participants have reported that the greater social cohesiveness in turn contributed to ongoing positive feelings about neighbours and new shared projects spontaneously emerging. With this grant, we will continue and expand this work to more residents and other activity areas such as public safety, emergency preparedness, and improving social cohesion in apartment buildings.
	Plan for Emergencies Including Climate Change Short and Long Term	City has increased the capacity of VEMA.	Building Resilient Neighbourhoods and our partner organizations have a shared goal of engaging neighbours with each other, and a shared sense of the challenges related to that. All of the partners expect that residents may start with a street party (for example) and over time take up other activities with each other (such as an emergency preparedness plan); therefore, working together in partnership only makes sense. The partners table will also act as a forum for problem-solving, cross-promoting, and continual improvement towards reaching our shared goals. While partners will continue with their own efforts independently, we will collectively be able to increase efficiency and effectiveness and create a seamless access to information for residents. For example, Block Watch and VEMA will obtain increased exposure and support, residents with placemaking goals can be directed towards the new City of Victoria Great Neighbourhoods program (thereby helping the City become more connected to individuals and groups), and our joint efforts to engage building residents with each other will increase the longer-term empowerment of many more citizens, in light of the growing number of Victorians living in apartments and condos.
Beacon Community Services	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.	Children's safety and wellbeing are foremost for any community including Victoria. As children transition to and from school during peak traffic times, it is imperative their safety is ensured. Often these transition times come with in climate weather and little daylight creating further obstructions for drivers in their ability to see and respond when required.
		Public transit is accessible to all and rivals private automobile trip duration.	Crossing guards ensure a sense of safety not only for children, cyclists and drivers alike, but also demonstrate a community that cares. The crossing guards often become a familiar face within the school community and provide reassurance to parents, children and the greater school community. This program is aligned with City of Victoria's strategic priority #9 Complete a Multi-Modal and Active Transportation Network. By having these crossing guards in place, children and parents will feel safe having their children either walk or cycle to school instead of arriving by vehicle. This program complements nicely one of the planned actions of looking for opportunities for increased safe cycling training in schools.

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Bipolar Disorder Society of British Columbia	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	<p>Objective 7: Facilitate Social Inclusion and Community Wellness.</p> <p>Our Women's Adult Support Group aligns primarily with The City of Vitoria's Strategic Plan to Facilitate Social Inclusion and Community Wellness.</p> <p>The Program is key in directly helping and offering tools to women facing any mental health challenges by encouraging the individuals to help themselves by providing them with a valuable peer support group system. Such support significantly and positively impacts the mental health and well-being of the community as a whole as members re-integrate with family, the workplace and the community.</p> <p>Predicted Outcomes:</p> <ul style="list-style-type: none"> * Build self-esteem and promote a healthy lifestyle for women with any mental illness by mentoring and positive socializing through interaction among the group members to enhance their quality of life. * Provide assistance in obtaining access to community resources and support facilities, such as collaborating non-profit services, psychiatrists, the health care system, with services such as Cognitive Behavioural Therapy (CBT), and access to Social Assistance for Persons with Disabilities. Facilitators provide guidance and follow-up with the members in accessing these resources. Mental illness often creates economic hardship and the assistance of the group works to ensure that the members do not become homeless. * Prepare women to become productive members of the Community with one-on-one mentoring to help them to access opportunities for higher education and job opportunities.
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>Measurable indicators:</p> <ul style="list-style-type: none"> * Individual group members have gained the self-confidence to develop their own personal mental health plan to manage their mental illness and share this with the Facilitator. The group is also given an annual survey to complete, which evaluates the effectiveness of the Program. * Members have become role models with a healthy lifestyle that avoids the misuse of medications, drugs and alcohol. Group participants are generally very open and honest with the Facilitator and peer group members share their personal stories of accessing resources and personal progress. * Members of our group have moved up to become Facilitators and Co-Facilitators for the group. Many enter the group feeling overwhelmed, powerless, and lost, but many of these women eventually embrace self-sufficiency, employment and apply self-management strategies learned at the group to prosper in their daily lives. <p>Objective 2: Engage and Empower the Community</p> <p>The Women's Adult Support Group also aligns with the City of Victoria's Strategic Plan to Engage and Empower the Community.</p> <p>The entire goal of the group is for participants to engage in their community and set them up with tools for success and assist them in their own self-empowerment. (continued below)</p> <p>Objective 2: Engage and Empower the Community</p> <p>The Women's Adult Support Group also aligns with the City of Victoria's Strategic Plan to Engage and Empower the Community.</p> <p>The entire goal of the group is for participants to engage in their community and set them up with tools for success and assist them in their own self-empowerment.</p> <p>The group has been running since July 2012 and has been sustained through funding each year from our generous donors. The Budget for 2016-2017 is \$14,041 and the Society continues to need support to sustain the Program. This will assist the Society to continue to build its capacity and to empower our Facilitators to continue to lead and implement the Program.</p> <p>The group has been running since July 2012 and has been sustained through funding each year from our generous donors. The Budget for 2016-2017 is \$14,041 and the Society continues to need support to sustain the Program. This will assist the Society to continue to build its capacity and to empower our Facilitators to continue to lead and implement the Program.</p>

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Bridges for Women Society	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>Our Crisis Intervention and Client Advocacy work exists because of many reasons.</p> <p>Facilitate Social Inclusion and Community Wellness</p> <p>Enhanced Quality of Life</p> <ul style="list-style-type: none"> - By assisting our clients to understand their day-to-day interactions from a trauma perspective and react in healthy ways to situations that may in the past have proven challenging; - Bridges' staff assist clients in acute crisis because of violence, including accompaniment to Transition House, mediation and support while reporting to police, support through application for restraining orders or peace bonds, creating safety plans and sometime accompaniment to court. - Bridges' staff provide help in accessing detoxification services of applying for drug and alcohol treatment, creating a safety and sobriety plan while awaiting acceptance into the program, ensuring that the client has a clear plan and is supported in the transition to drug and alcohol treatment. - Clients often need assistance in obtaining safe and affordable housing, including applications to second stage housing, Harrison Place, Margaret Lawrence House, engaging assistance from Together Against Poverty Society, Burnside Gorge and HPP funded agencies and other housing advocacy support agencies. - Staff assist clients in accompaniment and advocacy with MCFD Social Workers, sometimes also at the Ministry's request. <p>Counselling related to MCFD involvement and assistance in advocating for clients whose children have been removed is provided; clients often grew up in foster care themselves and face many complex trauma responses as they seek to get their children back.</p> <ul style="list-style-type: none"> - Our team supports women access mental health services, including psychiatric services and ensure that she has support during mental health crisis; this may include suicide risk assessments, liaising with Emergency Mental Health services or police, accompaniments to inpatient treatment. Counselling and guidance is provided to clients who experience psychotic breaks, acute episodes of schizophrenia or other crisis and help them access treatment safely. - Highly barriered, vulnerable women with complex needs may be in need of trauma counselling in excess of what is readily available in the community or within existing community frameworks and funding models. Hard to serve clients with complex barriers may require trauma counselling from our trusted women-only service.
Burnside Gorge Community Association	Engage and Empower the Community	More youth are engaged in City programs, civic issues, and the broader community.	<p>One of the mandates of Youth Self Sufficiency (YSS) is to engage youth and connect them to the broader community to improve health and wellness outcomes in all domains of their lives. Bridging both Strategic Plan objectives mentioned below. YSS develops capacity in youth through engagement and relationship building so they may identify their needs, create goals and action plans to meet those needs and finally identify and connect with the community resources that can assist them in being successful.</p> <p>Engage and Empower the Community:</p> <p>More youth are engage in City programs, civic issues, and the broader community.</p> <p>After connecting with the YSS program, youth have an opportunity to stabilize, they become housed on a consistent basis and for a longer period of time. Once stable, youth can begin to build on their foundations, returning to school, securing employment, and connecting the community around them. Youth are supported by their advisors as they begin to access and build a network of support. This connectedness to community helps to establish relational permanency and they begin to develop their individual capacity for self-reliance. YSS prepares youth to be successful adults who recognize what they have to offer and have an ability to contribute. YSS also provides an opportunity for the broader community to understand the particular challenges that these youth face and work together to identify and remove systemic barriers that impact the lives of marginalized or at-risk youth.</p> <p>Facilitate Social Inclusion and Community Wellness:</p> <p>Most of the youth in YSS have suffered years of trauma and possess difficulties that can make life extremely challenging. These youth struggle to form trusting healthy relationships and possess barriers to physical and mental health. YSS supports youth over the long term to connect to the appropriate health services and make positive lifestyle changes to reduce the barriers to enhanced quality of life.</p> <p>Transitioning youth most often have unstable housing and do not acquire the skills to access or maintain safe, appropriate housing thus making them at high risk to join the homeless population. YSS increases youth's knowledge and skills in areas of housing, budgeting, household duties, landlord relations, etc., effectively reducing chances of eviction and increasing the number of youth in safe housing.</p>
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	
		Coalition to End Homelessness completes its mandate to end homelessness.	
		Enhanced quality of life.	
		Opportunities for accessible sports and fitness by children and adults.	
		Victoria is closer to ending chronic homelessness.	

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Capital Region Food and Agriculture Initiative Roundtable Society	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>EHANCE AND STEWARD OF PUBLIC SPACE...: The main focus of the project will be enhancing local food systems by connecting people to and promoting greenspaces to grow food on the neighbourhood level directly in line with the recommendations of the Growing in the City Project. Together with Farm to School BC, CRFAIR has already begun building relationships with District 61 for the development of a food and garden policy and initiatives in schools. We have also been working closely with individuals and community organizations to identify assets and opportunities for the development of neighbourhood-based food growing and food literacy programs. With guidance from the Neighbourhood Food Hub Steering Committee (NFHSC) 3 out of the 16 neighbourhoods in the City of Victoria will be selected for the year 1 test pilot (based on need and opportunity matrix). From community experience, the NFHSC has developed a ‘gold standard’ of food security attributes at the neighbourhood level (this includes, community and boulevard gardens and orchards, urban agriculture and common food spaces, community meal and healthy food access programs, dignified and cultural food access, school engagement, seniors facilities, recreation and community centre engagement, and private sector engagement). Over the year, CRFAIR and partners will support these pilot neighbourhoods to strengthen their community food hubs and networks capacity to daylight and grow the assets and resources unique to each neighbourhood. Facilitate Social Inclusion and Community Wellness: This project takes a holistic approach to supporting community wellness through supporting healthy eating and active living, but also are proven avenues for social engagement through community programming, celebrations and meals. This project will particularly look at and develop the role of neighbourhood houses, seniors, and recreations centres in providing healthy, nutritious food, excellent food programing and community greenspace for food growing. INNOVATION AND LEAD: CRFAIR works with over 100 organizations, individuals and institutions that we engage with on an ongoing basis through projects, roundtables and networking events. We will work with the City of Victoria Food Systems Coordinator to align our collaborative work with key neighbourhoods in Victoria. We will work with residents and neighbourhood organizations to identify priorities and support them in becoming leaders engaging and implementing the food action projects.</p> <p>ENGAGE AND EMPOWER THE COMMUNITY: The Community Food Hubs Project will work with the Coalition of Neighbourhood Houses and other community organizations to empower residents to build their own unique neighbourhood-based food system. As all of CRFAIRs work, this project will have an indigenous food system lens, ensuring elders, knowledge keepers and community are at the table. We will also be working with the Youth Food Action Team to build youth engagement. Neighbourhood priority projects will be supported by developing action teams and providing seed funding.</p> <p>CREATE PROPSERTY THROUGHT ECONOMIC DEVELOPMENT: Building opportunities for food growing and food literacy on a neighbourhood level will increase the resident’s capacity to produce, process and provide local food, which has potential to increase local economic activity and employment.</p>
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	
		Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	
		Rebuilt trust with the public in terms of meaningful public engagement.	
		City Hall is engaged in a meaningful, two-way conversation with the public.	
		More youth are engaged in City programs, civic issues, and the broader community.	
	Build Financial Capacity of the Organization	Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.	
	Create Prosperity through Economic Development	Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria’s most marginalized people.	
		Enhanced quality of life.	
		Public recreation and cultural facilities are first rate.	
		City infrastructure and facilities are more accessible for everyone.	
		Seniors centres have increased programming options.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Boulevard gardens exist in all neighbourhoods.	
		Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	
		Complete three projects, identified through consultation in Parks Master Plan and food security discussions.	
		School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	
Central Middle School PAC c/o SD61	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>Innovate and Lead- Through the building and installation of 4 cedar benches adorned with 4 Spirit Animals from the Aboriginal Education Enhancement Agreement, we demonstrate that we are working collaboratively to support and empower our Aboriginal community.</p> <p>Engage and Empower the Community - We want to improve our relationship with our First Nations communities by featuring aspects of First Nations culture on our field. The Spirit of Alliances Circle, composed of 4 cedar benches, is an outdoor learning centre for all. Each bench will be carved with a Spirit Animal and beside each carving will be an explanation of the</p>
	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	

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	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	qualities/characteristics of each Spirit Animal. The Spirit of Alliances Learning Circle provides a sense of place and belonging to Aboriginal students, families and community, and also provides an opportunity for all students and the general public to learn about and engage with Aboriginal ways of knowing and learning.
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	Strive for Excellence in Land Use - By enlivening and making aspects of our facility relevant to the community who uses this space, we are demonstrating excellence.
		Opportunities for accessible sports and fitness by children and adults.	Facilitate Social Inclusion and Community Wellness - The egress pathway is an accessible pathway allowing everyone to enter onto the field and the Naturalized Playspace. The pathway will be a compacted gravel pathway allowing wheelchairs and strollers easy access. The trees along the perimeter of the path provide shade, improve air quality and enhance the beauty of the site - giving significant health benefits.
		Public recreation and cultural facilities are first rate.	
		City infrastructure and facilities are more accessible for everyone.	
	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.	Active Transportation Network - We have already added a great bike parking site and have reduced standing water on our bike pathway (through the development of a rain garden) and we went to make our site even more of a "designation" for those who are cycling and walking to places that promote wellness and health throughout the City. We are confident that the components of Phase 2 of this project build upon Phase 1 and enhance the site as a significant resource to the school and to the residents and visitors of Victoria.
Cerebral Palsy Association of British Columbia	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	Our proposed program meets the following Strategic Plan Objective: Facilitate Social Inclusion and Community Wellness. It aligns with four outcomes: Accessible health services are available for Victoria's most marginalized people, Enhanced quality of life, Opportunities for accessible sports and fitness by children and adults, Public recreation and cultural facilities are first rate. Our programs are delivered to individuals with cerebral palsy and other disabilities. In BC, approximately 13% of the population self identifies as having a disability. Cerebral palsy affects an estimated two out of every 1,000 newborn children and is the most common childhood disability. Cerebral palsy, like many disabilities, can describe a wide variety of effects ranging from mild to very severe. Some people are affected by only a mild tremor in one hand, while others will require assistance with all activities throughout their lives; some have no intellectual or speech impediments while others have profound disabilities in these areas. As well as physical and mobility limitations, individuals with disabilities may face significant social challenges. The overall poverty rate for Canadian adults was 10.5% in 2006, compared to people with disabilities at 14.4%. For those with mobility issues, the rate was even higher at 15.2%. Many children and adults with disabilities experience social isolation that is both linked to and exacerbated by economic and physical barriers. This can lead to low self-esteem, lack of confidence and decreased self-determination. Recent research states that, for up to half of children with a primary developmental disorder such as cerebral palsy, there is a secondary or dual diagnosis with a mental health issue, including depression, anxiety and psychosis. Our members indicate that there are few opportunities for children with disabilities to get physical exercise in a supportive group environment. For most therapeutic recreation programs, such as swimming, adapted fitness and therapeutic horseback riding, there are user fees, although low income families may qualify for a rate reduction. Our program are offered free of charge, and all equipment is supplied. Siblings are welcome to attend the class, to reduce the extra cost of childcare for overburdened parents. Adapted recreation is a modified dance program that enables a child with cerebral palsy to challenge themselves in their mobility and movement. The classes include activities and exercises that encourage students to work on different areas of physical development such as balance and coordination, cardiovascular stamina, lean muscle mass production, and flexibility. Children with disabilities develop healthy lifestyles with increased physical activity, especially addressing overly toned, and under toned muscle groups that will help them maintain mobility longer throughout their life, leading to reduced costs to health care systems. Class size is typically 5-15 participants. Venues are chosen for their accessibility to public transit. Rehabilitation professionals recognize the importance of sports and recreation in the successful rehabilitation of individuals with disabilities. Adapted sports and recreation offers the opportunity to achieve success in a very short time period, and to use this success to build self-confidence and focus on possibilities. In addition to the physical benefit, social and emotional benefits provided by adaptive recreation include: opportunity to find and build relationships, prevention of social isolation, enhanced confidence and self-esteem, improved quality of life
		Enhanced quality of life.	
		Opportunities for accessible sports and fitness by children and adults.	
		Public recreation and cultural facilities are first rate.	
CineVic Society of Independent Filmmakers	Engage and Empower the Community	Improved relationship with nearby First Nations.	This project will: - Engage and Empower the Community by placing youth and First Nations participants in a mentorship/apprentice atmosphere to learn the craft and art of filmmaking as a means of personal expression and storytelling. Participants will gain valuable

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		More youth are engaged in City programs, civic issues, and the broader community.	hands-on and creative experience in film production from start to finish, and will showcase their work in front of a live local audience of friends, family, and community members. Local working artists will be engaged in intensive instruction, utilizing their refined skills to empower the next generation of content creators.
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	- Facilitate Social Inclusion and Community Wellness by thinking outside of the CineVic membership, welcoming the wider community into our space and offering up our resources and talent. We will tap into established relationships between local community groups, schools, youth, and First Nations, with a goal to widen these networks and ultimately rally around a group of up-and-coming filmmakers who will showcase their newfound skills on the big screen. Providing an outlet for artistic expression, along with adequate resources, are immensely important factors in ensuring the social and physical wellness of youth.
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	- Nurture Our Arts, Culture and Learning Capital by injecting innovation into the local arts and culture landscape. The Summer Film Camp will build the capacity of CineVic as an organization, expand our youth-oriented programming, continue our 25-year history of nurturing the local media arts community, and form an integral part of our programming slate for 2016/17. We will form the ultimate mashup of education and entertainment to provide a desirable creative outlet for youth, allowing them to step behind the camera and express themselves in their own areas of interest.
Communica: Dialogue and Resolution Services Society	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	This project will meet and support the Strategic Plan Objective “Engage and Empower the Community”, and service the outcomes "Build capacity of neighbourhood/community associations" and "Empower neighbourhood residents, place makers and others to lead and implement projects". This project will • help Community Associations identify gaps in their capacity to engage the public regarding common plans, land-use and relationship building. The gaps in question are those concerning organizational knowledge and capacity, not systemic gaps, for which the City is already creating solutions. •create training for Association boards, committees and members at large to develop capacity for collaborative engagement within organizations and with the community as a whole, using best practices in engagement and collaborative decision-making
		Empower neighbourhood residents, place makers and others to lead and implement projects.	•create ongoing sustainable learning resources The project will carry out the following activities to meet and support the outcomes referenced above: o Consult with Community and Neighbourhood Associations, Community Association Land Use Committees (CALUC) resident groups and others to ascertain common issues, interests and gaps experienced by Community Associations in their own capacity as well as effective best practices currently in use. This will generate a capacity and gap analysis. o Develop an engagement training manual for Community Associations that supports capacity needs surfaced through consultation, referenced in the Victoria Civic Engagement Strategy as well as best practices put forward by well-resourced community associations and professional engagement associations such as the International Association for Public Participation(IAP2) and the National Coalition for Dialogue and Deliberation (NCDD). o Develop and deliver engagement training workshops for Community Associations o Develop a web based engagement resources “hub” for use by Community Associations and community groups.
Community Social Planning Council of Greater Victoria	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	Social enterprise is a broad term for market based activities that create deliberate social impact. Work Integrated Social Enterprises are a form of social enterprise that create job opportunities for those from marginalized backgrounds. Non-profit community organizations and First Nations across Canada have used this form of social enterprise as a powerful tool for community economic development. Research by the Community Social Planning Council (CSPC) and Hubcap BC shows that this model is underutilized in Greater Victoria and has significant potential for job creation and greater economic inclusion of many of Victoria's most vulnerable residents including youth, persons with disabilities, and those experiencing homelessness. Like the development of any business, social enterprise requires both general and specific types of business planning support. Within Greater Victoria, there are few dedicated supports for social enterprise or WISE development. CSPC has been able to secure a majority of funds required to run a social enterprise accelerator. CSPC has also recruited an experienced social entrepreneur to manage and facilitate this pilot program. The Social Enterprise Accelerator program will develop and refine business plans through a series of workshops, and exercises, learning from guest speakers and subject matter experts. By utilizing a peer learning approach, participants benefit from each other's learning, develop critical business analysis, and may also identify mutually beneficial business opportunities. The program will draw from existing and proven best practice, and will provide tools and resources. Participants will also receive up to 12 hours of individual coaching and support specific to their initiative.
		Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	
		More youth are engaged in City programs, civic issues, and the broader community.	
	Create Prosperity through Economic Development	Reduced retail and commercial vacancies downtown.	
		Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	

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		Downtown is the hub of both large and small business.	The program can accommodate a 2-4 person development team from up to 6 participating organizations who apply to the program. Typically most social enterprises can create 10-25 jobs within the first 1-3 years of operation so the program can directly help to create 60-125 jobs for some of Victoria's most marginalized residents contributing to greater well-being. The program will directly build long term capacity and leadership through new strategies for economic development. By engaging in the marketplace, these enterprises offer Victoria residents and visitors a way to create greater shared prosperity through everyday purchases. The program will also be able to directly inform the City of Victoria's Task Force on Social Enterprise and Social procurement. The success of the accelerator will also help to identify the type of development supports needed to make Victoria a leader in social enterprise.
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
		Victoria is closer to ending chronic homelessness.	
Crisis Intervention &Public Information Society of Greater Victoria dba NEED2 Suicide Prevention Education&Support	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	The programs that NEED2 provides contribute significantly to community wellness and saves young lives. Every child/youth who attends school will receive a presentation focusing on suicide prevention (most probably in Grade 8 and/or Grade 10), how to recognize warning signs and how to connect to support resources for both the youth in crisis and the helper-friend. Additionally we offer mindfulness based tools to assist with anxiety and stress. In the 2014-15 school year over 3400 students/youth were reached through SAY. At the end of each class, in the post survey, students have the opportunity to identify themselves and indicates whether they want to be contacted because they are concerned about themselves or a friend (this information is given to the school counselors who have committed to follow-up)—one in twelve students are indicating that they want help. These presentations, and the information and presentations we provide for school personnel also increase the comfort level of school personnel to hear and respond to and get help for at risk students. By responding to requests to address suicide in the lower middle school grades, NEED2 has also developed and is delivering mindfulness presentations that address mental wellness, and provide concrete tools to increase coping skills and resiliency. The services provided through Youthspace.ca increase protective factors by providing a sense of affiliation, increasing help seeking and connection to a network of appropriate local supports, supporting youth who are struggling with health (mental and physical) concerns and addictions, increasing early intervention and connection to appropriate supports/ services, and enhancing overall resilience. It provides a safe and accepting space, supporting the development of healthier coping strategies in the lives of individual users. The support provided by Youthspace.ca mitigates risk by reducing harmful coping behaviours, by reducing isolation, by reducing the severity and negative impact of situational crises for youth, and by providing positive information. Online emotional support 'meets' young people in a safe digital space where they are comfortable. It is accessible to any young person with access to a computer or a smart phone. It supports them and helps them navigate to other mental health services in the community. Local service providers can (and do) offer youthspace.ca for the support it provides and for its accessibility after normal business hours. These services are an effective component of the continuum of community mental health supports for our young people. They provide crisis support, early intervention and prevention services; save young lives and contribute to community wellness. Suicide is not a comfortable subject. It is a topic many people avoid. Yet talking about it helps, and NEED2 helps young folk talk about it and seek help when they need to. We use a volunteer model of service delivery—it is trained and supported volunteers who go into the classroom and online to engage with youth these conversations. NEED2 has over 75 active volunteers currently. The overwhelming majority are young adults under the age of 30 who are actively engaging in supporting others and strengthening their communities. The skills they learn and put in to practise online or in the classroom move with them as they evolve as community members.
		Enhanced quality of life.	
Disaster Aid Canada	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	The Soap for Hope program is accomplishing two Strategic Plan Objectives. First, it is providing products to marginalized people. This has a direct impact on their health and quality of life. Being clean and using soap is the first line of defense for disease. It also adds to a person's well-being. No one should have to "hope for soap"; especially when there is plenty being thrown away. Secondly, this program is innovated and has an impact on handling waste in a more responsible way. We have been involved with the Community Social Planning meetings for Soap for Hope and they will be including the program in their most recent report. As we have expanded we are also able to re-direct other items from hotels that would have ended up in the garbage. The hotels need items gone from their facilities but often do not have the time to donate the volume they have to our shelters. The CRD has come to our warehouse and has been impressed by the number of bottlers we are re-using, re-processing and re-directing from Hartland and other garbage services. The soap is being re-used and the empty bottles are no able to be re-cycle.
		Enhanced quality of life.	
	Steward Water Systems & Waste Streams Responsibly	The City handles waste in a more responsible way.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Fernwood Neighbourhood Resource Group Society	Make Victoria More Affordable	Increased the range of affordable housing not only for those in need of supports but also for working people, families and youth.	<p>Make Victoria More Affordable</p> <p>'Increased the range of affordable housing not only for those in need of supports but also for working people, families and youth'</p> <p>Fernwood NRG will meet this objective by finding housing for working people, families and youth that they would not otherwise have found on their own. Working with trained Fernwood NRG staff, participants will complete the Ready to Rent program. These participants will be better informed about their rights and responsibilities as tenants. Ready to Rent increases participants' knowledge, skills and confidence to find and maintain appropriate housing. With Fernwood NRG staff Ready to Rent participants will develop a portfolio to take with them when they apply for housing – reference letters, credit check and a Ready to Rent Graduation certificate. For those clients who are youth, working, or raising children it can be difficult to have the time to look for available housing. Low literacy, inexperience and access to phone or Internet may also be barriers for these groups of people. The available support of Fernwood NRG staff in locating housing means that the pressure of this potentially time consuming task can be reduced. Further Fernwood NRG staff are familiar with greater resources and can expand the search finding vacancies that may have otherwise been missed. With informed clients from the Ready to Rent training and a Fernwood NRG Community Housing Support worker, long-lasting, informed tenancy agreements can be found in-turn reducing homelessness. Healthy tenancies are key to housing stability, prevention of homelessness and strong communities.</p>
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>Facilitate Social Inclusion and Community Wellness</p> <p>'Enhance quality of life'</p> <p>Fernwood NRG will meet this object by combining philosophies with Ready to Rent BC who believes in the power of education to transform lives. Similarly, Fernwood NRG believes that secure housing is one of the most significant contributors to quality of life. Together these philosophies summarize the proposed Community Housing Support Program. Ready to Rent BC also recognizes the need for an integrated province-wide approach that supports people to find and maintain good rental housing. Together with Fernwood NRG, the model of the Community Housing Support program is grounded in a housing stability and homelessness prevention framework. Together with the City of Victoria Fernwood NRG can make this a reality for working people, families and youth in Victoria who are in need of housing. Once housed we will see an enhanced quality of life for these people.</p>
		Victoria is closer to ending chronic homelessness.	
Friends Uniting for Nature Society	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>The two most obvious Strategic Plan Objectives which our FUN Champs program supports are the City of Victoria's commitment to Innovate and Lead, and Engage and Empower the Community. At FUN Society, our aim is to engage children and youth at an early age to create lifelong citizens committed to proactively fostering community and promoting positive change. Although they may not be earth shattering, each project dreamed up and carried out by our FUN Champs is remarkable. These children and youth, typically between the ages of 6 and 16 are entrepreneurs and visionaries in the making, and through our FUN Approach to empowerment and leadership training they gain the skills and the confidence to take that spirit forward into their schooling and their life in general. While some are more limited in their reach, each project tends not only to provide a service to the community, but to engage community support as well and bring people together. Past projects including walking school busses, bike rallies, community or school gardens, art projects, endangered species protection campaigns, and community beautification projects to name only a few. Some of these points illustrate how our project also leads to the Facilitation of Social Inclusion and Community Wellness, but there is more. The FUN Champs program is populated by children from our summer FUN Camps, one third of whom are able to attend free of charge on Camperships. These children are nominated by third party organizations such as the Cridge Centre for the Family, the Native Friendship Centre, The Greater Victoria Intercultural Association and more to ensure that the places go to families that would not otherwise be able to afford the program. Many of these children then go on to our FUN Champs program which remains free of charge. In the past two years, over 50% of our FUN Champs started their journey in FUN Society through the Campership program. Not only does it give many low-income families a wonderful service that for financial reasons they may not be able to experience otherwise, but it also presents many newly immigrated families a chance to make connections and integrate into their new community.</p>
	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	
		More youth are engaged in City programs, civic issues, and the broader community.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Greater Victoria Bike to Work Society	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>The Greater Victoria Bike to Work Society strongly supports the work Victoria City Council is doing to improve cycling infrastructure, and feel we have a strong role in achieving the City of Victoria strategic goal of Completing a Multi-Modal and Active Transportation Network, specifically by increasing the number of trips by bicycles.</p> <p>Since 1997 the GVBWTS has organized and conducted the annual Greater Victoria Bike to Work event bringing communities together and tangibly increasing the number of people who cycle to work. This event contributes to the steady increase in commuter cyclists by getting people to try bike commuting in a fun atmosphere.</p> <p>In addition, the GVBWTS offers exceptional Urban Bike Skills courses that have trained almost 3,000 kids, youth and adults since 2000. Our various bike skills course offering directly address the City's Strategic Plan: Objective #7 to 'Facilitate Social Inclusion and Community Wellness'. We create 'opportunities for accessible sports and fitness by children and adults' through subsidized course rates accessible to all income-levels, by working with local charitable organizations – such as WIN - to offer one free course to 'cyclists-in-need' per season. Courses are offered to suit a variety of work/home schedules and are available to all ages seven years old and up.</p> <p>This past year the 21st annual Greater Victoria Bike to Work Week (BTWW) went off with a bang attracting 9,127 participants and 728 registered teams. These participants, including a record 1,346 new riders, cycled 439 620 kilometers during Bike to Work Week, off-setting 95, 310 kilos of equivalent carbon emissions.</p> <p>There were 485 teams with 355 new bike riders from within the City of Victoria, averting 26,047 kilograms of greenhouse gas put into the environment. By comparison, 130 teams with 223 new bike riders were from within the District of Saanich, averting 15,177 kilograms of greenhouse gas put into the environment.</p> <p>The promotion of the Greater Victoria Bike to Work Week has been responsible for getting 13,500 individuals out of their cars and cycling to work at least once during Bike to Work Week, since we began in 1997.</p> <p>To ensure participants cycle confidently, knowing the “rules of the road” skills and safety courses are offered throughout Greater Victoria from April through October. Since 1999, the Greater Victoria Bike to Work Society has empowered cyclists through our courses including residents from City of Victoria. We conduct our 'on-road' ride through the downtown streets of the City of Victoria - highlighting and introducing riders to cycling infrastructure throughout the municipality. This directly breaks down perceived barriers to cycling by providing a sense of safety while learning how to use the infrastructure. Over 2700 Greater Victoria residents have benefited from these courses. 72% report they are more aware of their rights and responsibilities on the road. 100% agree these courses are of great value for the affordable price point with 75% say they are riding more places more often.</p>
		Opportunities for accessible sports and fitness by children and adults.	
	Complete a Multi-Modal and Active Transportation Network	Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.	
Greater Victoria SportHost Association (dba SportHost Victoria)	Innovate and Lead	Council's governance structure reflects its strategic objectives.	<p>The Canadian Tourism Commission reported that sport tourism is now the fastest growing segment of the tourism industry, contributing \$3.6 billion a year to the economy in Canada Sport Tourism has become a tremendously competitive market place; Canadian Sport Tourism Alliance membership has grown from 17 cities in 2001 to over 100 today Sport related events have a positive economic impact of millions of dollars in the region annually Independent studies on events in our region indicate the financial benefits have increased from \$40 million reported in 2000, to over \$117 million annually today It is forecasted that with continued targeted support this total can be increased to \$125-\$150 million annually within the next five years. The strategic plan developed by the SportHost Board focuses on assisting local sport associations and event organizers with their hosting needs including access to facilities, applying for funding, supplier agreements, marketing, media relations, and bid preparation and support The three core strategies identified in the plan are: Secure sport related events for the region Market the region as a sport destination Develop a stable and sustainable organization We have had success in relocating national sport governing associations to the region and have targeted key national associations to call the City of Victoria home.</p>
		Organizational culture is collaborative, supportive and empowering.	
		Staff is organized into cross-departmental project teams with strong project management capacity.	
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	
		Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	
		City Hall is engaged in a meaningful, two-way conversation with the public.	
		More youth are engaged in City programs, civic issues, and the broader community.	
		Transparent government.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Regional leader in Open and Transparent Government.	
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	
		Planning for Phase One of Capital Park is complete	
	Build Financial Capacity of the Organization	Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.	
		More revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.	
		Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
		Reduced retail and commercial vacancies downtown.	
		Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
		Downtown is the hub of both large and small business.	
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	
		Victoria has hosted delegations from each of our Twin City Partners.	
		Taxpayers and businesses perceive tax levels to be fair and reasonable.	
		Increase household median income.	
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	
		Enhanced quality of life.	
		Opportunities for accessible sports and fitness by children and adults.	
		Public recreation and cultural facilities are first rate.	
		Crystal Pool issues are resolved by replacing or renovating the facility. Victoria has a modern, inclusive public pool and fitness facility in a central location, with increased revenue.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Increased waterfront park space at Ship Point resulting in community wellness and economic vitality.	
	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.	
		Public transit is accessible to all and rivals private automobile trip duration.	
		Walking is safe, comfortable and enjoyable.	
		Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.	
		Victoria is a national leader for cycling infrastructure and complete streets planning, with completed all-ages and abilities cycling network connecting all neighbourhoods and village centres.	
Greater Victoria Visitors & Convention Bureau	Create Prosperity through Economic Development	Downtown is the hub of both large and small business.	Goal: Strive for Excellence in Land Use: Outcome: Enlivened public spaces. Victoria is a people-centered place i.e. Centennial Square, Harbour front The Visitor Centre has a central location on the inner-harbour, acting as a natural focal point for residents and visitors. The plaza area — which is occupied by a kiosk with Tourism Victoria staff - around the Visitor Centre works with other public areas (such as the walkway) to create a dynamic, vibrant space. In addition, the Visitor Centre helps to direct residents and visitors to events being held in other public spaces such as Centennial Square.
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	Goal: Create Prosperity through Economic Development Outcome: Downtown is the hub of both large and small business. Outcome: Victoria’s two largest private sector industries — tech and tourism — have grown and Victoria’s social enterprise sector has grown. Outcome: Downtown is vibrant and is a draw for residents and visitors alike. Outcome: Victoria is the heart of commerce and business in the Region and Vancouver Island.
		Downtown is vibrant and is a draw for residents and visitors alike.	Tourism Victoria helps to directly support tourism-related businesses and to grow this already energetic sector. As noted previously, the Visitor Centre is the busiest visitor centre in British Columbia, directly servicing over 30D,000 visitors annually and generating over \$1 million in ticketing sales for local small-medium business. More broadly, Tourism Victoria helps to create an estimated \$1.9 billion in annual economic impact to the Greater Victoria region, and employs approximately 22,000 people. Downtown businesses particularly benefit from the Visitor Centre in a number of ways: the Visitor Centre itself is a draw for pedestrian traffic, and the staff help provide information to residents and visitors that guide them to local businesses. This, in turn, helps to create a vibrant and economically sustainable downtown.
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	Goal: Nurture Our Arts, Culture and Learning Capital Outcome: Support for arts and culture is increased, inclusive and strategic. The Tourism Victoria Visitor Centre has, for decades, acted as an information ‘hub’ for arts and culture events. These are promoted both at the Visitor Centre itself, and online through the Calendar of Events. In addition, Tourism Victoria and the Visitor Centre play a key role in supporting major festivals such as Rifflandia, through our member tourism businesses, by providing information to the public, and offering services such as ticket sales.
Green Teams of Canada	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	O2. Our goal is to build capacity of the groups we work with (currently we collaborate with over 45 groups throughout the CRD and in Victoria these groups include: Spring Ridge Commons, Fairfield Community Orchard, Fernwood Community

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>Association, Mason Street Farms, LifeCycles Project Society and Point Ellice House), by helping infuse new sources of volunteers into their projects. Our volunteer model has been tried and tested over 5 years in the Lower Mainland, and the past 1.5 years in the CRD, and we have found, along with the groups we collaborate with, is that through our program, we have introduced 100s of volunteers (over 50% of our volunteers) to parks, stewardship groups, and neighbourhood/community associations the volunteers did not know about. Our goal is not to duplicate work, but to build capacity in community engagement by working with existing organizations and groups and help bring the people power to their projects (we were referred to as the Green "Dream" Team by Emily of the Fairfield Neighbourhood Association who we worked with in February 2016). Our program focuses on getting youth and at-risk youth to engage with our activities. We work directly with teachers and youth programs and since we started in 2014 we have worked with 14 schools, organizing 20 youth-focused activities and have had more than 700 youth and at-risk youth attend our activities. Teachers love our program because our program is focused on hands-on learning; we organize the activity around the schedule and curriculum of the teacher, and have it take place in a nearby park, farm, green space or beach. Many of the teachers who have participated in our program have never connected their classrooms to outdoor learning at all before. Teachers in Victoria have expressed interest to engage their students specifically in City of Victoria parks. So far the schools in Victoria we have coordinated activities with include Oak and Orca Bioregional School and Selkirk Montessori. We are currently planning to organize activities with Sir James Douglas Elementary, Quadra Elementary and Vic High. CoV has had a challenging time with engaging CoV stewardship groups in the recent past, and trust has declined. By engaging the GVG, you are rebuilding trust and engaging the public in a meaningful way"07. Often people find themselves isolated and lacking a sense of belonging. Through our program, we connect people to one another, make new friends, help empower them to make a meaningful impact on ecosystems in their neighbourhoods, provide opportunities for outdoor exercise and enhance the quality of life. 08. We provide help to local educational farms (ie. Mason Street Farms) and teach volunteers about food security and local food systems, as well as provide hands-on help at these farms. We increase opportunities in parks and green spaces and create opportunities for the community to fully utilize their green spaces and be able to give back to the local environment. We collaborate with Councillors, parks staff and managers to have activities in green spaces, parks and beaches where the need is greatest (ie. in parks with no stewardship group).</p>
		Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	
		Rebuilt trust with the public in terms of meaningful public engagement.	
		More youth are engaged in City programs, civic issues, and the broader community.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
		Opportunities for accessible sports and fitness by children and adults.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	
		School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	
HOME IS WHERE WE LIVE - LifeCycles Project Society	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>INNOVATE and LEAD: By breaking our all-time record, and harvesting and redistributing over 50,000 lbs of produce this last season, we are showing regional and national leadership with regards to community led, scalable solutions to food security issues. We provide a working model for fruit tree and farm gleaning projects across Canada. We continue to show bold, innovative leadership, bringing people together to collectively work towards increasing food security in the City. With the right support, our Fruit Tree Project can scale up and provide even more support regionally and beyond. The LifeCycles Fruit Tree Project is the oldest and largest of its kind in North America. It brings in more than double the amount of fruit, with less than half the staff, of any other project in Canada. Our database pick site and systems are the most innovative of any other known systems for this type of project. We field questions from other projects throughout Canada and beyond on how to better run their project. This last year we piloted a farm gleaning project using the success, networks, and systems of the Fruit Tree Project to bring local vegetables to the people who need them most - diversifying the healthy foods that we can provide to social service agencies. The pilot was a huge success and will be expanded this year.</p> <p>ENGAGE AND EMPOWER THE COMMUNITY: The Fruit Tree Project will engage over 200 volunteer community members in harvesting fruit and vegetables that would otherwise go to waste in and around the City. Our volunteers and staff redistribute this food to more than 20,000 marginalized community members. Our program facilitates team-work, fun and connections among community members. The Fruit Tree Project - Food Empowerment Project will provide in-depth food literacy programming to at least 500 students, youth and vulnerable people in the City of Victoria, empowering people to exercise control over their own food and health. Our staff also participates actively in conversations with City Hall regarding food and environmental policy, bringing our experiences and connections to City Hall and sharing the work of City Hall with hundreds of highly engaged community members.</p> <p>STRIVE FOR EXCELLENCE IN LAND USE: The Fruit Tree Project is rooted in neighborhoods. Many of our volunteers choose to pick and redistribute food in their local neighborhood, supporting place-making through food harvest. Our project supports local area residents in celebrating the diversity and abundance of their local place, while engaging creatively in the sharing, caring and use of the land.</p> <p>CREATE PROSPERITY THROUGH ECONOMIC DEVELOPMENT: We partner with local food businesses such as Spinnakers, Trigo Foods and Oak Bay Marina to process and market value added products. Our innovative Social Enterprise</p>
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	
		Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	
		More youth are engaged in City programs, civic issues, and the broader community.	
	Strive for Excellence in Land Use	Local Area Planning focused on urban villages and transportation corridors.	
	Create Prosperity through Economic Development	Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>program offers more businesses the chance to include hyper-local foods on their shelves and menus. This past year we focused on writing our business plan, rebranding, and creating and marketing a new product. All proceeds made through our Social Enterprise go back to supporting the Fruit Tree Project. We are currently working with a coach to strategically move towards further funding diversity.</p> <p>MAKE VICTORIA MORE AFFORDABLE: The Fruit Tree Project offers free local fruit to anyone who wants to pick it. In addition, last season the project provided 22,000+ servings of fresh, local fruit to food insecure individuals and families in Victoria. Our food literacy and food justice workshops help vulnerable people learn how to grow and process their own food, cutting the costs of food purchase. With high costs of housing, spending less on healthy local food makes Victoria more affordable.</p> <p>FACILITATE SOCIAL INCLUSION AND COMMUNITY WELLNESS: The Fruit Tree project engages people from all walks in outdoor activities that require problem solving and teamwork. Special fruit tree picks and food literacy workshops will continue to be organized for various vulnerable groups to enhance participants' quality of life, discourage isolation and encourage social inclusion. These groups include: SOLID (Society of Living Intervenes Drug Users), Garth Homer Society, Inclusion Works, InterCultural Association, BC Housing's low income tenants, and Seniors groups.</p> <p>Eating fresh fruits and vegetables is a key foundation of health. We harvest and redistribute more local fruits and vegetables than any other organization in Victoria, and we do it by including and empowering community members. We support hundreds of people in becoming more active in their neighborhoods.</p> <p>ENHANCE AND STEWARD PUBLIC SPACES, GREEN SPACES AND FOOD SYSTEMS: LifeCycles has been working with the City to support their strategic objectives, and in particular, providing support and feedback on the Growing in the City policy. With the passing of the policy through council and the adopting of pilot Fruit Tree planting program our Fruit Tree Project aligns, supports and enhances implementation of the policy. To ensure that an abundance of fruit trees thrives into the future we will graft an additional 200 regionally adapted and heritage fruit trees that will be resilient in the face of climate change. We have already created a community nursery with 400 fruit trees, half of which will be redistributed to citizens this year to be planted in Victoria's backyards, boulevards and parks. This year we will help 750 people to gain the knowledge and skills to pick fruit, prune, water, graft and take care of their fruit trees over the long term. We will help an additional 500 people gain the knowledge and skills to grow and preserve their own food, on Victoria based school grounds, in community gardens, and in community kitchens. This year we will serve 22,000+ servings of fresh, local fruit to food insecure individuals and families in Victoria. The Fruit Tree Project and Food Empowerment Project both provide a valuable public service, commonly cited in conversations about what will happen to unwanted food grown in the City. The knowledge and experience we bring to the City are vital resources that can help the City meet this objective. Our volunteers and followers are leading the public stewardship of many green spaces, and are heavily involved in the promotion and support of urban food systems. The Fruit Tree Project's continued health and growth in Victoria will ensure that LifeCycles staff can continue to support this important objective.</p> <p>NURTURE OUR ARTS, CULTURE AND LEARNING CAPITAL: We will help more than 200 people enhance their skills in the culinary arts this year. We will also host 3 public community fruit pressing days, using a heritage fruit press.</p> <p>STEWARD WATER SYSTEMS AND WASTE STREAMS RESPONSIBLY: In 2015 the project harvested and redistributed 50,000 lbs of fruit that would have otherwise gone to waste. This work by Lifecycles significantly reduced greenhouse gas emissions associated with the corresponding amount of food waste, as well as the food miles that would have been logged to import the equivalent amount of fruit. From a climate change perspective, these are equivalent to a savings of 26,739 lbs of CO2 emissions. This year the project will divert at least 40,000 lbs of waste and save more than 22,000 lbs of CO2 emissions, through 'rescuing' 40,000 lbs or more of fruits and vegetables, and through helping people to grow their own food on school grounds and in their communities.</p>
		Enhanced quality of life.	
		Seniors centres have increased programming options.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Boulevard gardens exist in all neighbourhoods.	
		Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	
		School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
	Steward Water Systems & Waste Streams Responsibly	The City handles waste in a more responsible way.	
InterArts Centre Cooperative	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>CARGO is a project that utilizes highly involved partners and decades of expertise in identifying and solving distinct gaps in cultural infrastructure by developing mobile resources capable of serving the needs of many creative and cultural providers on an event-to-event basis. 12-16 insulated ISO shipping containers are being retrofitted to serve as mobile platforms for a diverse array of applications in the cultural sector - from administrative hubs for local non-profits, to viewing decks and local cultural events, to audio/visual equipped modules, to basic amenities for emerging enterprises in need of accessible and affordable space to prototype their concepts.</p> <p>CARGO is a collaboration between InterArts, Atomique Productions, and Rifflandia Music Festival, to develop and execute the project, and we are currently negotiating with Dockside Green as a site provider. CARGO evokes similar successful models employed in San Francisco (The Yard), Zurich (Freitag), and Berlin (Kuhnstalle), which allow local businesses and cultural</p>
		Staff is organized into cross-departmental project teams with strong project management capacity.	
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	
		Empower neighbourhood residents, place makers and others to lead and implement projects.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Rebuilt trust with the public in terms of meaningful public engagement.	<p>groups access to affordable temporary spaces in an established and innovative public forum, while creating a dynamic and highly visible seasonally adaptive cultural services accessible to a wide array of partners. By working with architects, engineers, developers, and importers, we can create an affordable, adaptive resource capable of incubating and supporting local innovations and creative practices.</p> <p>Access to affordable space is an ever increasing struggle for local cultural providers - especially emerging organizations -, and while tourism and seasonal creative events are consistently identified as key characteristics of our creative and economic identity, there is a lack in basic amenities available to cultural providers, especially those looking to innovate and expand.</p> <p>CARGO looks to create accessible, affordable space for cultural groups with high quality retrofitted shipping containers capable of fitting their needs while serving the larger narrative of increased access to basic resources for our creative community. Whether it be 1600 square feet of non-profit office space, or 160 square feet of mobile box office space, or 10 units of 150 square foot vendor space for local start-ups, CARGO utilizes the resources of many partners to provide basic, accessible solutions to basic issues of socials and economic access.</p>
		More youth are engaged in City programs, civic issues, and the broader community.	
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	
	Build Financial Capacity of the Organization	Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.	
		Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.	
		A business case for a property acquisition/real estate management office.	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
		Reduced retail and commercial vacancies downtown.	
		Downtown is the hub of both large and small business.	
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	
		Taxpayers and businesses perceive tax levels to be fair and reasonable.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
		Public recreation and cultural facilities are first rate.	
		City infrastructure and facilities are more accessible for everyone.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
		A new Arts Centre serves as a cultural hub.	
Island Sexual Health Society	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>Making accessible health services are available for Victoria's most marginalized people is one of the City of Victoria's Strategic goals. Along with this comes an enhanced quality of life. The physical process required to access clinical care is something we rarely think about, we easily access the site, walk through the door, maneuver into the exam room and have little to no difficulty hopping up on the exam table to access necessary care. For someone who is in a wheelchair or limited physically, this can become a significant challenge and can lead to avoidance of care needed. Studies show that "a significant proportion of people with physical disabilities are experiencing difficulty accessing adequate and appropriate primary healthcare services". (http://www.medscape.com/viewarticle/408122_4) and it is essential that health care providers find ways to improve access to services in order to provide the same quality of care to those clients with disabilities as to those without. ISH wants to improve access and make this facility accessible to all of our clientele by adding an accessibility button at our front entrance, creating a safe open space that allows maneuverability and by providing a specialized exam table for our clients who have difficulty accessing regular height table.</p>
		Enhanced quality of life.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
James Bay Community Project	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>Whilst foot-care may seem like a simple service to offer it is one that is out of reach for many seniors and one that has a dramatic impact on health and quality of life. Foot Care is not provided free by Island Health and for the increasing number of seniors living in poverty this vital health service is not affordable. Research tells us that poverty amongst seniors on fixed incomes is on the rise and they are increasingly turning to the not-for-profit sector for food and health services. Victoria Vital Signs (2015) reported an increase from 7.0% to 7.9% in the elderly poverty rate and Stats Canada in 2011 found that 50% of seniors over the age of 65 are living on less than \$23,700; it's hard to imagine how they survive let alone afford non-funded health care services.</p> <p>Ignoring foot care as people age has a profound knock on effect on health and increased the financial impact on health care system. For someone with Diabetes, for instance, early detection of foot problems is essential to prevent serious health problems. "Regular foot check-ups are so important for maintaining health, yet the Canadian Diabetes Society (CDA) research tells us that 7 in 10 Canadians with Diabetes do not examine their feet for blisters, cuts, temperature differences or other injuries on a daily basis and less than 1 in 10 admit to never following a daily nail and foot care regime." Penny Murray, Branch Coordinator CDA.</p> <p>Since 2011 JBCP and CCV has provided simple foot care to seniors on low incomes in the municipality of Victoria. In 2013 funding from the Victoria Foundation meant we could expand our services and employ a Registered Nurse (RN) and provide complex foot care reaching over 210 people since 2013. The foot care program is free and easily accessible. It has a direct and positive impact on health and quality of life for those who take part. As well as preventing serious illness foot care assists seniors to retain their mobility, quality of life, independence and ability to take part in community activities. In researching the availability of free foot care it was found that whilst foot care is available the average cost of one session is \$50.00; this is well out of the reach of those seniors living on low-incomes.</p> <p>By providing simple and complex foot care we are directly improving the quality of life and providing access to health care services for some of Victoria's most marginalised people.</p>
		Enhanced quality of life.	
James Bay Neighbourhood Association	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>This project furthers several overarching objectives of the strategic plan. It helps engage and empower the community by encouraging residents to dream of what could be. To envision a stronger connection to their multi-use park, Beacon Hill Park (BHP). It would build a sense of unity of purpose with the major hospitality/tourism organizations at Belleville/Douglas. The community already enjoys a strong connection with the RBC Museum through volunteerism. This project would enhance that connection, and hopefully with the Fairmont Empress, and the Concert Properties development on the east of Douglas. The project would also serve to create a stronger link between DVBA and business interests whose clientele base would gain from an enhanced corridor to BHP.</p>
		More youth are engaged in City programs, civic issues, and the broader community	
		Rebuilt trust with the public in terms of meaningful public engagement.	
		Empower neighbourhood residents, place makers and others to lead and implement projects	<p>It will facilitate social inclusion and community wellness by making access to the park and its many amenities easier and safer for all, but especially for those with young children and those who move more slowly. Recently created linkages with South Park School Principal and PAC would be strengthened as youth from the school become involved in the project.</p>
	Strive for Excellence in Land Use	Local Area Planning focused on urban villages and transportation corridors.	
		Planning for Phase One of Capital Park is complete	<p>The enhancement of the greenspace along west side of BHP and the West of South Park could well lend itself to visual art installations along the way.</p>
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
	Facilitate Social Inclusion and Community Wellness	Opportunities for accessible sports and fitness by children and adults.	<p>Any visioning would be likely to respect the multi-modal active transportation network by enhancing the visual and physical "edges" of Douglas street, which is used heavily by wheeled transportation, but not currently heavily used by pedestrians from Belleville to Dallas. Enhancement of the area would also be enjoyed by the many residents of Fairfield as they access James Bay, be it on foot, bicycle, or motorized vehicle.</p> <p>We can anticipate that short-distance trips into and out of James Bay will increase with the completion of Capital Park and other residential developments, and with the opening of the proposed James Bay branch library. The project will also facilitate access for James Bay students attending Central, Vic High, and UVic to the proposed bike path, as well as providing safer access for South Park students living outside James Bay. James Bay also is home to many senior and mobility-challenged pedestrians, who need safe, accessible, and appealing access points into the park.</p>
		Public recreation and cultural facilities are first rate.	
		City infrastructure and facilities are more accessible for everyone.	
		Enhance quality of life	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	<p>Increasing the general attractiveness and safety of the northern end of this part of Douglas Street will also further the goal of making downtown vibrant and a draw for residents and visitors alike.</p> <p>We would also like to point out that although Douglas St is not part of a designated OCP-LAP for James Bay, enhancement of the Douglas area would spill-over to the Menzies corridor and introduce residents to a visioning process which would prepare them for the OCP-LAP process.</p>
	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.	
		Victoria is a national leader for cycling infrastructure and complete streets planning, with completed all-ages and abilities cycling network connecting all neighbourhoods and village centres.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
Leadership Victoria Society	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	<p>The Community Leadership Development Program teaches the practices of leadership within the community context. We equip learners with the skills needed to reach across sectors/siloes and create partnerships and relationships. These skills are put into use immediately through the Community Action Projects, and then learners carry forward their new skills into the organizations where they work and volunteer.</p> <p>As about 50% of our program participants reside in the City of Victoria and more of them work here, our program is directly increasing the readiness of neighbourhood residents, potential place makers and others to lead and implement projects.</p> <p>Our program places a strong emphasis on collaboration, understanding complex systems and root causes, and empowering others. Our grant request will help us fund additional instructional time in the program which we will fill with learning about public participation processes, and the role that local government plays in community solutions. This will equip residents with more skills to engage in two-way participation with City Hall.</p> <p>Community Action Projects are selected by participants each year. We selected the objective of "enhancing school lands and facilities" because a number of our past projects have achieved this. We don't know yet what the class of 2016-2017 will choose.</p> <p>For the numbers noted below: there are 24 seats in the program; each participant engages with a mentor (24), plus there are approximately 20-214 volunteers who support the program through facilitation, coaching, and program management. All of these people will benefit from the new learning opportunities made possible through this grant. On top of that, through the Community Action Projects, hundreds of people are benefited each year.</p>
		Rebuilt trust with the public in terms of meaningful public engagement.	
		City Hall is engaged in a meaningful, two-way conversation with the public.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	
Living Edge Community	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>Innovate and Lead: (Organizational culture is collaborative, supportive and empowering.)The Living Edge Community neighbourhood food distribution is a grassroots program that began in 2012 in the Quadra/Hillside, North Park, Harris Green, Rock Bay and Burnside areas of Victoria and the first food hub to distribute fresh produce. The food hub (at Quadra Village Community Centre) sorts and distributes fresh produce twice a week and delivers a weekly dinner in the gym at CDI. We are on the leading edge of edible food rescue from retailers that would otherwise be destined for the landfill or compost. We work with the Victoria Food Share Network to share knowledge of how to extend our outreach to new providers and build capacity in the organization and the food industry.</p> <p>Engage and Empower the Community: a. Improved relationship with nearby First Nations. (Ongoing)Many First Nations people/families in the neighbourhood attend the dinner and take advantage of the twice-weekly produce offering at the MarketPlace where they have fresh produce and protein-rich foods to choose from, complimenting their own dietary needs. Opportunities for exchange are welcome where information is exchanged and their food needs assessed. We encourage First Nations families to enjoy their Sunday meal together. b. Build capacity of neighbourhood/community associations. (Ongoing)We have been working with the Quadra Village Community Centre since 2012 to alleviate the distress of hunger and its negative impact on health and wellness with people living in the neighbourhood. The Living Edge compliments the community centre's own food distribution that takes place on Thursday evenings. Even with</p>
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Empower neighbourhood residents, place makers and others to lead and implement projects.	<p>the once/week community centre food distribution, there were still families that went hungry in the neighbourhood. That is why the Living Edge food distribution is needed in the community. The community centre reports that since the Living Edge MarketPlace and dinner have been operating, "we hear less complaints of hunger".</p> <p>c. Empower neighbourhood residents, place makers and others to lead and implement projects. Recipients of food from the MarketPlace appreciate being able to use fresh produce, dairy and meat in their meal planning. Our mission is to give equality in the choice of food and empower single parents, seniors, homeless persons, and the working poor in our neighbourhood to have access to fresh, quality food of their choice. We provide volunteer opportunity and training for people in the neighbourhood so they can give back to their community, and many take advantage of this opportunity. Those we serve are now giving back to the community by volunteering at either the dinner or MarketPlace.</p> <p>Make Victoria more affordable: Many members in our community do not have the financial resources to pay for rent, utilities, medical needs and still provide nutritious meals for themselves. This has been aggravated by the recent rise in the cost of living, especially for food. Our provision of food at no cost helps to alleviate this financial burden.</p> <p>Facilitate Social Inclusion and Community Wellness: (Enhanced quality of life.) By providing fresh, nutritious produce (something that low income families cannot afford), we are introducing wholesome foods into their diet. Consuming more balanced meals full of minerals and nutrition can have a profound positive effect on one's health. We do not turn away anyone who is hungry. A building block of community wellness is treating others with respect and dignity, which we do by serving them at the table and allowing for choice of product at the MarketPlace. The dinner at the CDI gym is a safe environment for families, and children are welcome. Our childcare program provides a necessary break for single parents. Referrals to counseling are also offered by qualified individuals.</p>
		Improved relationship with nearby First Nations.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
Maritime Museum of BC	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>Objective: Create Prosperity through Economic Development</p> <p>Outcomes:</p> <ul style="list-style-type: none"> - Victoria is the heart of commerce and business in the Region and Vancouver Island. - Downtown is vibrant and is a draw for residents and visitors alike. - Downtown is the hub of both large and small business. <p>The 2016-2017 Exhibits and Outreach Program will have a direct, positive economic and social impact on the City of Victoria, and particularly for businesses within the downtown core. For example, during the summer of 2017, the Maritime Treasure Hunt will help to draw both visitor and local foot traffic to locations around downtown Victoria. By working in collaboration with other local organizations - such as Tourism Victoria - we are leveraging our shared strengths to create a hub of activity within the City. In addition, our exhibits during the summer will act as a designation for visitors from both far away and more local regions. All of this will result in increased economic activity, particularly in the downtown area surrounding the Nootka Court home of the MMBC.</p> <p>Objective: Facilitate Social Inclusion and Community Wellness</p> <p>Outcome: Enhanced quality of life</p> <p>Objective: Nurture Our Arts, Culture and Learning Capital</p> <p>The 2016/2017 Exhibits and Outreach Program will make a unique contribution to the community of Victoria. Our programs are multi-generational - such as Maritime Memories - and involve communities of diverse backgrounds, such as our work with First Nations around the Coast Salish Canoe Pullers exhibit. In many aspects of our work, the MMBC combines heritage, art and culture from maritime artwork on display in our galleries to school programs that encourage a deep exploration the impact of seafaring on our local history. It is also worth noting that our collection represents a shared community treasure. The Maritime Museum of BC cares for over 35,000 artifacts, 40,000 photographs, 1,000 pieces of artwork, 1,800 ship plans, and internationally recognized collection of 5,000 nautical charts, a research library with 6,000 volumes, archives including unique historical documents and a fleet of three vessels all relating to the maritime culture of Canada's west coast. The Maritime Museum is committed to sharing these maritime stories and history with as many City of Victoria residents as possible, with free access to our exhibits and collections. With a target of over 50,000 people that will interact with our programs, the MMBC is well-positioned to have a significant positive impact on the social fabric of the City of Victoria.</p>
	Engage and Empower the Community	Improved relationship with nearby First Nations.	
		More youth are engaged in City programs, civic issues, and the broader community.	
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
	Facilitate Social Inclusion and Community Wellness	Public recreation and cultural facilities are first rate.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
Ministry of Casual Living	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>Innovate and lead:</p> <p>PaddleBox presents our organization and participating artists with the challenge of displaying art on a floating platform, this</p>

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Engage and Empower the Community	Rebuilt trust with the public in terms of meaningful public engagement.	<p>complex logistical challenge will force innovation from all involved from conceptualization to completion stage.</p> <p>Nurture arts, Culture and learning capital: Educational workshops based around water and bike safety increases learning capital. Create a new platform for local cultural capital to be produced. PaddleBox is a possibility presenter for what is possible at different locations along the waterways. Have an inclusive public call out for artists to display their work. The Ministry website is linked up to artsvictoria.ca, so every event on our website is automatically included in their database. This relationship is a tool to stay engaged with the Arts and culture Master Plan as it unfolds. Create space for artists to educate themselves about Water systems and waste streams responsibility Opportunities to approach issues facing the waterways in an artistic fashion lends itself to cultivating new ideas, leading to solutions. The effective delivery of PaddleBox will build financial capacity for the MoCL by showing that our organization is economically responsible to its funders.</p> <p>Engage and Empower the community: Artists feel empowered by being paid a reasonable amount to create artwork. The community as a whole is engaged by the artistic possibilities presented by PaddleBox. Communicate openly with the Victoria Harbour authority concerning moor age and safety precautions, building a relationship between the nautical community and the arts community.</p> <p>Complete a Multi-model Active Transportation Network: Artists will have a chance to interact with the Johnson street bridge as it is being constructed The Safety workshops will empower people to engage with the inter-modal transportation waterways and pathways with respect and confidence.</p>
		City Hall is engaged in a meaningful, two-way conversation with the public.	
		More youth are engaged in City programs, civic issues, and the broader community.	
		Empower the neighbourhood residents, place makers and others to lead and implement projects.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	
		Increased waterfront park space at Ship Point resulting in community wellness and economic vitality.	
	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.	
		Victoria is a national leader for cycling infrastructure and complete streets planning, with completed all-ages and abilities cycling network connecting all neighbourhoods and village centres.	
		Johnson Street Bridge is complete.	
	Nurture Our Arts, Culture and Learning Capital	Victoria has an Arts and Culture Master Plan.	
		Support for arts and culture is increased, inclusive and strategic.	
Open Space Arts Society	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>Objective 1: Innovate and Lead• 2015 - 2012 Outcomes: Organizational culture is collaborative, supportive and empowering.We are providing an opportunity to arts, science and ecology organizations to gather together and share their stories, ideas, and best practices for engaging with the unique ecology in which we live.Objective 2: Engage and Empower the Community• 2015 Outcome: Improved relationship with nearby First Nations. (Ongoing)We have invited Cheryl Bryce and Mark Salter from the Songhees First Nation to share their cultural knowledge of local plants and foods, and waterway systems. They have worked with Katie Sage on her series of podcasts that will help to provide a context for the themes presented in this program. • 2016 Outcomes: Empower neighbourhood residents, place makers and others to lead and implement projects.Since 1972 Open Space has been an active member of the Victoria arts, culture, and business communities. The organization is a landowner, commercial landlord, and arts and culture publicprogrammer. • 2017 Outcomes: More youth are engaged in City programs, civic issues, and the broader community.We are inviting students and youth to participate in bioart and ecology workshops and themed events. We will be providing opportunities to learn about bacteria and how they are an important part of our own bodies as well as how they aid in food production and composting. • 2018 Outcomes: Rebuilt trust with the public in terms of meaningful public engagement.We are bringing artists and their ideas to the public, showcasing projects in a public park, pathways, and popular tourist sites. We are also activating some of the waterways as a way to illustrate how art and creative ideas can highlight aspects of our surroundings that we may take for granted.Objective 3: Strive for Excellence in Land Use.2018 Outcomes: Enlivened public spaces. Victoria is a people-centered place i.e. Centennial Square, Harbour front.We are hosting a series of events in a city owned park, walkways and popular tourist destinations. We have chosen to</p>
	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Improved relationship with nearby First Nations.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Rebuilt trust with the public in terms of meaningful public engagement.	<p>present projects in Fisherman’s Wharf Park, which is along the David Foster Pathway, and to activate sites in Fisherman’s Wharf itself, We are also activating walking paths, bicycle paths, and personal watercraft routes around the inner harbour and adjacent waterways.Objective 5: Create Prosperity through Economic Development• 2016 Outcomes: Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.This project addresses food security and alternative strategies for food production, compost and recycling, adding to the broader discussion of health in the region.• Victoria’s two largest private sector industries — tech and tourism — have grown and Victoria’s social enterprise sector has grown.This project activates popular tourist routes and destinations and provides creative and critical approaches to familiar issues faced by residents and visitors of the region. This event will highlightdifferent strategies for food and compost development. We imagine the event to act as a catalyst for creative ideas for future food security in the region. By providing creative examples of how we function as humans in the local, regional, national and international ecosystems, we hope to activate the development of innovative projects and enterprises that engage issues facing our society.• 2017 Outcomes: Downtown is vibrant and is a draw for residents and visitors alike. We are doing the work to present projects in public spaces downtown that will help to show thepotential uses for such sites.Objective 7: Facilitate Social Inclusion and Community Wellness• 2017 Outcomes: Enhanced quality of life.The intent of this project is to provide alternative ways of looking at the world and how we are a part of various ecosystems. The goal is to engage topics and issues that will highlight ways to be more informed and engaged participants who are able to think for ourselves and contribute to sustainable ways of being. The event will showcase creative and innovative ideas from artists, scientists and ecologists. Our intent is not to solve problems, but to provide possibilities through the engagement of art and science as a way to stimulate discussion and offer a variety of options for how we can be more informed and active participants.• Public recreation and cultural facilities are first rate.This projects wants to engage with the Fisherman’s Wharf community and its relation to the David Foster Pathway and public park. Our intent is to show how City of Victoria public parks can be activated in conjunction with other tourist sites and destinations. We believe that Victoria’s downtown can be one large site for learning, recreation and cultural and popular entertainment. The various components of this project will demonstrate how we think aspects of the city can be activated.• City infrastructure and facilities are more accessible for everyone.We want to use the Fisherman’s Wharf Park and help to show how it can be used for effectively engaging with various groups that make up the local and public communities. Victoria is a unique place in the world and we want to help highlight some of the things that are going on here. This event will help to draw attention to the quality of our cities resources and the infrastructure that we are developing to cater to the interest and to demonstrate that Victoria in a world leader in natural and civic engagement and sustainability.By supporting this project the City of Victoria will show that it is a healthy institution that can handle the ambition and possibilities proposed by an art and science fair.Objective 8: Enhance and Steward Public Spaces, Green Spaces and Food Systems• 2016Actions: Introduce new partnerships with citizens and groups to increase food cultivation on public and private lands.DIY LIFE will showcase a series of workshops and art and science projects that explore options for food cultivation including; superfoods, such as spirulina algae (Jennifer Willet Algae Organ), harvesting traditional plants (Cheryl Bryce), fermentation (Tyler Fox), and strategies for composting (Verena Kaminiarz and Jim Bomford). Our intent is to explore possibilities for growing and composting in the home, boulevard gardens and community garden spaces.• 2017 Outcomes: Boulevard gardens exist in all neighbourhoods.We intend to provide a forum for the engagement of boulevard gardens and present projects that explore options for how make the most of this form of food production.• David Foster Harbour Pathway is celebrated for its wayfinding that links all harbour front developments.• School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc. Fisherman’s Wharf Park is a significant destination between the cruise ship terminal and the inner harbour. We intend to engage locals and visitors alike, as they explore this part of the path and its relationship to Fisherman’s Wharf.• 2018 Outcomes: Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.We want to exercise the Fisherman’s Wharf Park and its various access points to show that it can be an effective green space for public access and engagement. We also intend to engage ideas about food development, production and composting to help provide creative and innovative access to food systems.OBJECTIVE 9- Complete a Multi-model Active Transportation Network• 2016 Outcomes: Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.Working in conjunction with the Ministry of Casual Living PedalBox Gallery and the newly developed PaddleBoat</p>
		More youth are engaged in City programs, civic issues, and the broader community.	
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
		Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
		Public recreation and cultural facilities are first rate.	
		City infrastructure and facilities are more accessible for everyone.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Boulevard gardens exist in all neighbourhoods.	<p>Gallery, we will help to activate a series of artist's projects that utilize the bicycle-powered gallery as a way to highlight sites of interest and demonstrate the function of mobile art galleries. For the DIY LIFE fair, Jennifer Willet will present her Algae Organ on the PedalBox Gallery. This will allow the organ to be transported from Open Space at 510 Fort Street, where the organ will be worked on during the week of workshops and other associated events prior to the fair, to Fisherman's Wharf park and the surrounding neighbourhood. This means of bicycle transport will allow the organ to be viewed by audiences in the public spaces between the old fort area of downtown and Fisherman's Wharf. The PedalBox Gallery has proven to be a spectacle in its own right and will be sure to delight members of the public with this new work. Other artists projects will be coordinated by the Ministry of Casual Living as a way to further activate public space and draw attention to the ease of cycling in Victoria. • Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network. As part of the ecological theme of the DIY LIFE project we will be encouraging families to attend the event and to use public transit, bicycle and walking modes of transportation to attend the event and to take advantage of the journey between where they live and the event sites. There will be activities at the fair that will encourage participation and reward the use of bringing a bicycle to the event. Not only to help draw attention to the benefits of walking and cycling in the city during the summer season, but also to help address issues with public parking in the area. • 2017 Action: Prioritize "special places" along the David Foster Harbour Pathway and identify funding opportunities. This project will help to identify the Fisherman's Wharf area as a "special place" along the David Foster Harbour Pathway. It is one of the first major sites for public interest between the cruise ship terminal and the inner harbour. By utilizing the Fisherman's Wharf Park we will be activating the site in a variety of ways that explore the natural setting, taking advantage of the grassy knoll, as well as its proximity to the house boats and other food and service attractions located in Fisherman's Wharf. • 2018 Outcome: Walking is safe, comfortable and enjoyable. Our hopes are that this event will show the potential of the David Foster Harbour Pathway as a destination for locals and visitors. The pathway is an ideal instrument to help direct visitors to access a substantial portion of the Victoria downtown by taking different excursions along the path. Fisherman's Wharf could be considered a short-term destination, one option in the potential of many medium and longer duration walks along the pathway. Objective 10: Nurture Our Arts, Culture and Learning Capital • 2018 Outcomes: Support for arts and culture is increased, inclusive and strategic. This project is focused on long-term speculation about current debates. Objective 11: Steward Water Systems and Waste Streams Responsibly • 2015 Actions: Continue discussion of sewage treatment options. This project will raise awareness on the role that responsible waste treatment and stewardship of water systems has for our community. Our intent is not to present options on how the region should develop future waste treatment facilities. Our goal is to provide possibilities for thinking about ecological systems and how waste treatment, on a personal and household level, can be engaged in creative and innovative ways. This project will engage a variety of practices ways to employ to help us be more conscious of the materials that we use and explore creative strategies for composing, recycling, and upcycling the different waste products that we create. Our intent is to bring attention to alternative methods for turning what we would otherwise think of as waste, into fuels for other members of our shared ecosystems. • 2018 Outcomes: The City handles waste in a more responsible way. This project is critically engaging ideas around food production, composting and waste management in the context of exploring how we, as humans, participate in the various ecosystems in which we live, The fair is using the metaphor of a digestive system to provide a conceptual framework for how we can creatively engage with the recycling of micro and macro living systems in which we live.</p>
		Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	
		David Foster Harbour Pathway is celebrated for its wayfinding that links all harbour front developments.	
	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and "complete streets" lens for all transportation projects.	
		Walking is safe, comfortable and enjoyable.	
		Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
	Steward Water Systems & Waste Streams Responsibly	The City handles waste in a more responsible way.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Our Place Society	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>Providing a place of hope and belonging from morning until night, seven days per week, has been a goal of Our Place since the very beginning. For homeless and at-risk individuals, by necessity public outdoor space is used simply for living space. In providing extended hours, Our Place increases access to safe, supported, staffed indoor space, supporting the City of Victoria's Strategic Plan objective of facilitating social inclusion and community wellness, reducing the reliance on city parks, building doorways and downtown foot traffic areas as places for homeless individuals to seek shelter, sustenance, warmth and a sense of community. Victoria Police Department officers and our community neighbours have indicated that there is a noticeable reduction of public disturbances when our doors are open, providing an enhanced sense of security in our community. Extended hours results in a reduction in hunger, loneliness and desperation by providing those in need with nutrition and refuge from morning to night, every day. Ensuring that health services are available for Greater Victoria's most marginalized people, Our Place offers over 60 programs, primarily in the areas of Health and Wellness, Education/Job Skills Training and Recreational programming. Additional hours of operation provides extended access to these programs and services to assist in improving their immediate quality of life and supporting their transition from homelessness to accessing permanent housing options. Increased hours of operation also provides increased meal service, access to showers, computers and more one-to-one contact with Outreach workers, housing advocates and counsellors to respond to the mental health and addiction issues that are often present for individuals living in extreme poverty and experiencing episodic or chronic homelessness.</p>
		Enhanced quality of life.	
		Victoria is closer to ending chronic homelessness.	
Peers Victoria Resource Society	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>The program falls squarely within the City of Victoria's strategic objective to facilitate social inclusion and community wellness. Through our Drop-In Program and the health-based programs that operate in tandem with it, we provide one of Victoria's most marginalized populations with access to important health services. This includes providing testing, education and treatment for communicable diseases including HIV and HCV, as well as other acute health concerns. In some cases our clientele would not access the health care they need if not for the support of our drop-in facilitators and health support worker. Because of our peer-led model, our support workers are often the first point of contact following events like a sexual assault or a serious medical diagnosis, and often play a key role in ensuring our clients get immediate treatment as well as on-going follow-up care. This includes providing individualized supports including driving clients to medical appointments and ensuring that they are following prescription protocols. At the same time our support workers are often called on to help clients navigate the complex and power-laden social interactions they have with health professionals. In addition, we provided harm reduction supplies and education, as well as a wide array of health education workshops through our Drop-In Centre. The Drop-In Centre also helps enhance the quality of life of sex workers in the community. Providing the infrastructure for people in the sex industry to come together in a safe and non-judgmental space cannot be under estimated in terms of health and wellness. Empirical research and client surveys tell us that social exclusion and stigma are major barriers to the health and well-being of sex workers and this program directly tackles this barrier. What's more, our Drop-In Program facilitators help clients make important positive change in their lives. This includes everything from providing the encouragement to enter a detox program, to filling out the paperwork to obtain government identification and a bank account, to enrolling in an education and/or job training program. Finally, our Drop-In Centre Program plays an important role in helping to end chronic and episodic homelessness in the city. We do this indirectly by providing life skills, food security, and job training and directly through our Housing Support Program that operates through our Drop-In Centre. Since we began the Housing Support Program in 2014 with funding from the CRD's Homelessness Partnering Strategy, we have been helping 75 homeless people find and/or maintain stable housing. These individuals are considered hard to house given a number of intersecting challenges related to their low incomes, sex work status, substance use, histories of trauma, and mental and physical health concerns. Yet, since running this program we have helped get approximately 1/3 of these people into stable housing, which is a major success.</p>
		Coalition to End Homelessness completes its mandate to end homelessness.	
		Enhanced quality of life.	
		Victoria is closer to ending chronic homelessness.	
Rainbow Health Co-operative	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>Imagine a place where diversity is not just tolerated — it is celebrated. Think of the Castro district of San Francisco. Services and culture develop to match the Population. People are attracted to an area when it matches who they are. 350 million North Americans can choose to live in the Salish Sea Archipelago and Victoria is the capital city in the islands. UVIC lit a beacon through the work of Aaron Devor and the Chair for Transgender Studies. There is an opportunity to leverage that effort by ensuring that the basics of a trans inclusive community are provided in Victoria.</p> <p>This project fulfills City of Victoria Strategic Objectives by:</p> <p>Our ongoing interaction with Volunteer Victoria, Victoria Pride Society, UVIC and now with the Chamber of Commerce,</p>
		Empower neighbourhood residents, place makers and others to lead and implement projects.	
		Rebuilt trust with the public in terms of meaningful public engagement.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		More youth are engaged in City programs, civic issues, and the broader community.	introduces people directly to what a fully diverse community looks like. This simple exposure furthers employment equity. The core of our program is helping groups become self-sustaining or solid. We believe that solid groups that remain in place continue to provide resources to their community. Solid groups develop the capacity to try projects that have a positive effect on communities. Meeting the needs of trans youth and their families is complex and we are in the midst of developing a version of our Hans Kai program for youth and families. We hope to begin this programming later this year. The trans community is fragile due to the histories of our community members involving the institutional and social discrimination we are subject to. Direct support of a trans community based initiative is a direct effort in building trust. Transit access is important to our community - so a downtown location meets the most needs. Anchoring inclusive space in the old town section of Victoria creates a keystone of attraction for businesses who want to service a diverse community. This helps develop retail in an area beset with high vacancies. Businesses that care about the diversity match the expectations of younger workers, who are more willing to remain and contribute to the vibrancy of the capital core. Self-care programs such as Hans Kai 4 Trans are leading edge health care services that reduce cost by empowering the person at the centre. Reduced health care costs frees up income for other uses. Health services work best when tailored to the client's needs.
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
		Reduced retail and commercial vacancies downtown.	
		Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
		Downtown is the hub of both large and small business.	
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	
		Increase household median income.	
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	
		Enhanced quality of life.	
		Opportunities for accessible sports and fitness by children and adults.	
		Victoria is closer to ending chronic homelessness.	
Ross Bay Villa Society	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	Engage and empower the Community: Empower residents, place makers and others to lead and implement projects. Volunteers learn conservation skills from experts in the process of implementation of the restored child's room. More youth are engage in the broader community. Young people will learn about life during the period when their City was newly established and potentially become more interested in their community and civic issues. Facilitate Social Inclusion and Community Wellness: Enhance quality of life. The general public, including children, will be welcome to visit Ross Bay Villa Historic House Museum which is available in their community and offers a positive experience to learn how we lived 150 years ago. Nurture our Arts, Culture and Learning Capital: Support for arts and culture is increased, inclusive and strategic. Museums are one art and cultural experience. The addition of the child's room will enhance the experience for everyone at Ross Bay Villa Historic House Museum.
		More youth are engaged in City programs, civic issues, and the broader community.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Silver Threads Service	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>We are targeting isolated, frail and elderly people living alone, in rental apartments. This target group are primarily low income marginalized seniors.</p> <p>In the Fall 2015 over a three month period the Outreach Worker gained access to 24 apartment building sin the James Bay and Jubilee neighbourhoods. Connections were made and relationships were started with 110 isolated seniors. A variety of issues were identified that include:</p> <p>High rents in Victoria and overwhelming percentage of income going to cover rent in buildings that are often not well maintained</p> <p>High costs of food, transportation</p> <p>Health care costs</p> <p>Finding a family doctor</p> <p>Loneliness and lack of social connections</p> <p>This pilot program identified the need for on-going support for existing connections and to bring the initiative to other neighbourhoods in Victoria. We have a proven model that can be rolled out effectively and efficiently.</p> <p>To help resolve these issues our Outreach Worker would provide direction and support to introduce these seniors to the SAFER Program for rent subsidies, Apply for Handi Dart and other benefits. We have volunteer Senior Mentors trained to help with all application processes, because applying on line can be overwhelming for seniors.</p> <p>Over the course of the year we will hold 1 to 2 Apartment Coffee events and based on results achieved previously will connect with over 300 isolated seniors.</p>
Société Radio Communautaire Victoria	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>- Engage and Empower the Community: Build capacity of neighbourhood/community associations.</p> <p>CILS fm morning show will enable residents of Victoria to become better informed about local news, and activities and events happening in their community, This will raise awareness of the dynamism of Victoria, and encourage them to take part in the life of their community. Moreover, during this morning show, volunteers will have the opportunity to host a section about the topic of their choice (i.e. astronomy, plants and gardening, camping tips in the summer period...), giving them a way to express themselves about something they like and they want to share. This part of the show will truly reflect the portrait of our community and strengthen the role our radio plays in connecting individuals.</p>
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>- Facilitate Social Inclusion and Community Wellness: Enhanced quality of life</p>
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	<p>CILS fm morning show will enhance the services offered in French about local news, information, and entertainment. Our radio truly believes that informing citizen in their language (especially since French is one of the official languages of Canada) is a way to increase social inclusion and to encourage them to get involved in their community. This show will also be a means to promote the activities, events, and services offered by local businesses, associations and other organizations.</p> <p>- Nurture Our Arts, Culture and Learning Capital: Support for arts and culture is increased, inclusive and strategic.</p> <p>Part of the mandate of the CILS fm morning show is to present emerging and local artists. By adding an extra hour to this show, we will be able to even better showcase local bands, and artists, making sure this section of the show becomes central to the program on a regular basis. We will be able to enrich this section with more or longer interviews, reports, and local music.K296</p>

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
SPAR Lab, University of Victoria	Complete a Multi-Modal and Active Transportation Network	Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.	<p>Demonstrating how cycling infrastructure investment changes ridership and cycling safety is important to the ongoing support of the cycling network. As well, the City of Victoria will benefit from evaluating the impacts cycling investments have on a city. As no other city has published peer-reviewed research that evaluates impacts, we have a unique opportunity to lead in showcasing how a city transforms when we invest in cycling infrastructure. We propose two baseline data collection projects at this time.1. To characterize ridership levels and barriers to ridership in the population at large we will conduct a population-based survey of 1000 citizens of Victoria. Questions on bike ridership will be answered by anyone that has reported cycling in the past year, which is anticipated to be between 40-52% of citizens (Therrien et al. 2014), and questions on potential barriers to ridership will be posted to non-cyclists. The survey will include questions on travel behaviour, aligned with widely used origin-destination surveys (Krizek 2009; Translink 2013) and previously used in our own work (Therrien et al. 2014) and others (Frank et al. 2005), as well as components capturing overall cycling behaviours, perceptions of cycling safety, perceived barriers to cycling, and socio-demographic information. For those who do cycle, there is an additional component on their history of cycling collisions or injuries. Data from surveys will be linked to BikeMaps.org, ICBC, and police reports. Survey questions will be based on instruments used in our Metro Vancouver studies (Winters 2011; Fuller et al. 2014; Therrien et al. 2014). At baseline, we will report the proportion that cycle (pre-vs. post-infrastructure), assessing differences across populations with across socio-demographic and geographic characteristics. Secondary analysis will assess differences in perceptions of safety, barriers, and collisions or injuries across population subgroups and between those who cycle and those who do not. After subsequent surveys in future years (e.g. 2018, 2020), we will report on changes in these outcomes over time (e.g. pre-vs. post-infrastructure). We have proposals under review to fund these subsequent time points.2. Our team will coordinate with CRD to undertake streamline counts along the Pandora Ave, corridor, prior to bike lane construction, to determine the number, approximate age (youth/adult/older adults), gender of riders. Additionally, we will sample attitudes of businesses along Pandora in regards to the #biketoria project. We have already had positive discussion with the CRD about collaboration and are working with them on other bike programs.The population level survey provides essential baseline data for longer term evaluation of the bike network. Using these baseline data it will be possible to continue writing grants to conduct research that evaluate how the city changes due to the bike network. Data collection on Pandora Ave, will allow for a showcase of how ridership changes along a corridor and will be important for communicating the expected impacts of continued investment on ridership in the city.BASLINE DATA COLLECTION IS TIME SENSITIVE AND MUST BE DONE IN MAY 2016 PRIOR TO PANDORA AVE CONSTRUCTION!</p>
		Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.	
St. John Ambulance Volunteer Brigade	Engage and Empower the Community	More youth are engaged in City programs, civic issues, and the broader community.	<p>The SJA goal of enabling the improvement of health, safety and quality of life of citizens touches on a number of the City's strategic goals:</p> <p>1. Nurturing arts and culture - By providing medical first response at cultural and sporting events in Victoria and the region. SJA supports large events like Victoria Canada Day celebrations, the Good Life Marathon, Times-Colonist 10K, Symphony Splash, and dozens of small community, charitable and First Nations events. Note that SJA will be continuing its involvement with Rifflandia and associated music events in 2016. In doing so: a. SJA enables or facilitates the events/festivals to take place at reasonable cost by accepting donations rather than full fees for service. b. The general public benefits from primary health care provided by trained, well equipped teams that are familiar with city venues, understand the requirements of the events and have ongoing relationships with organizers and higher levels of care.</p> <p>2. Facilitating social inclusion and community wellness - As well as dealing with marginalized citizens at public events, SJA provides weekly clinics at Our Place and (temporarily) at My Place. After good response and acceptance from family members, SJA recently held its first, very successful first Street First Aid workshop at Our Place.</p> <p>3. Plan for emergencies - SJA is committed to volunteering primary health care at municipal reception centres in times of emergency and disaster. The Brigade will provide triage, treatment and collaboration with BC Ambulance Service to the extent that resources allow under the circumstances. SJA participates in this role at earthquake simulation training exercises held by VEMA, coordinating activities with Urban Search and Rescue and other agencies.</p> <p>4. Engage and empower the community - Youth is engaged in the broader community through the SJA Youth Program (Cadets), where young people between the ages of 6 and 18 are taught leadership skills and trained in varying degrees of first aid to support the activities of the adult Brigade and to increase the capacity of their local community in case of emergency. This community engagement effort extends to</p>
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	
		Enhanced quality of life.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
		Successful Western Canada Music Awards/Break Out West event with Rifflandia sees Region being asked to bid for the JUNOS.	
	Plan for Emergencies Including Climate Change Short and Long Term	City has increased the capacity of VEMA.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
			education and awareness programs that give lifesaving first aid skills to groups that in 2015 included elementary and middle school students, girl guides and young mothers.
Surfrider Foundation Vancouver Island Chapter	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	Reducing plastics at the source will allow the City to handle waste in a more responsible way. Often, low-grade plastics in straws, bags and other single-use containers end up in the landfill. Reducing waste reduces the need for complex recycling streams and reduced landfill pressures.
		More youth are engaged in City programs, civic issues, and the broader community.	These waste types also commonly end up in public spaces and a key contaminant in parks, waterways, streets and beaches. Reducing the volume of these items consumed means cleaner greenways and parks, city streets and marine environment.
	Create Prosperity through Economic Development	Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	One of Surfrider's key strengths is engaging the local youth population in important environmental issues. This program is an opportunity for youth to engage and help create a greener future in the City of Victoria. Its projects like these that act as a gateway to an engaged citizen base that has a strong and positive relationship with the local government.
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	
	Steward Water Systems & Waste Streams Responsibly	The City handles waste in a more responsible way.	Supporting this project will enable local citizens, place-makers and residents to implement projects and make meaningful change.
Synergy Sustainability Institute	Engage and Empower the Community	Empower neighbourhood residents, place makers and others to lead and implement projects.	Following the potential official Proclamation of Earth Day Power Hour by the City of Victoria, Synergy Sustainability Institute will increase capacity to exponentially grow the involvement of the one-hour volunteer event, in which citizens get engaged to clean beaches, or other areas in their community.
		Improved relationship with nearby First Nations.	
		Rebuilt trust with the public in terms of meaningful public engagement.	
		More youth are engaged in City programs, civic issues, and the broader community.	Our goals over the next three years are to grow this grassroots project from current 250 people, to 500 people in 2017, 1000 in 2018 and f 2500 people in 2019 participating annually. With a small budget for web presence, data collection and some coordination, we can get thousands of people to take action and feel good about contributing to the health of their community and local ecosystem.
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	ENGAGE & EMPOWER THE COMMUNITY This initiative directly engages the community and empowers them to take action. It will enhance the City's relationship with citizens and engage everyone from youth to seniors, and across sectors and stakeholder groups.
	Facilitate Social Inclusion and Community Wellness	Public recreation and cultural facilities are first rate.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	ENHANCE AND STEWARD PUBLIC SPACES, GREEN SPACES The collective efforts of citizens will help make Victoria a clean, beautiful place, while also reducing pollution in oceans, waterways and beaches and public areas such as parks.
	Complete a Multi-Modal and Active Transportation Network	Walking is safe, comfortable and enjoyable.	This initiative will also identify areas to install bins for cigarettes and other disposables, making Victoria safer for walking, cycling, and being in public spaces.
	Steward Water Systems & Waste Streams Responsibly	The City handles waste in a more responsible way.	
The Arthritis Society, BC & Yukon Division	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	We expect to engage up to 100 individuals have the following outcomes and impact: Increase attendance in educational programs Greater geographical reach of educational program in the City of Victoria Provide strategies to help individuals minimize the effect that arthritis has on their daily home, work, social, and leisure activities
		Empower neighbourhood residents, place makers and others to lead and implement projects.	Foster inclusiveness by hosting an activity that will appeal to those living with this leading cause of disability; including many seniors who benefit from learning to maintain their independence as well as increased support from their caregivers and family to help manage their disease.

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Improved relationship with nearby First Nations.	With your help, people in the City of Victoria will be better engaged in a dialogue about how they can continue to lead active lives, and will be better equipped to continue their journey to improved health.
	Create Prosperity through Economic Development	Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	
		Enhanced quality of life.	
The Victoria Gilbert and Sullivan Society	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	Create Prosperity through Economic Development: Re the downtown vibrancy and a draw for residents and visitors: Using the McPherson Theatre for our shows brings residents and visitors to downtown. The society is hoping that more entertainment opportunities will arise in the next year.
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	Facilitate Social Inclusion and Community Wellness: Enhanced quality of life: The Victoria Gilbert and Sullivan Society prides itself on encouraging a supportive and collaborative arts community in southern Vancouver Island. Every year, members of the Society donate their time and musical talents to the community through Christmas carol concerts and other musical events. We have also held fall benefit concerts in seniors' centres to raise funds for local charities. On November 22, 2015, we joined with the Civic Orchestra of Victoria to raise money for the Victoria Hospice. A chorus of 50 Victoria Gilbert and Sullivan Society and 50 members of the Civic Orchestra entertained a large audience at the Farquhar Auditorium, University of Victoria, raising over \$35,000. Singing, dancing and memorizing scores are excellent healthy activities for all ages. While these activities are not labelled "sports" they are definitely opportunities for people of all ages.
		Opportunities for accessible sports and fitness by children and adults.	Nurture our Arts, Culture and Learning Capital: Support for arts and culture is increased, inclusive and strategic
		Seniors centres have increased programming options.	Southern Vancouver Island residents: In addition to the theatrical performers and production crew, residents of Victoria and adjoining communities consistently benefit from the Society's programs. Since the Society's existence, over 40 productions have been offered to the community, delighting theatre lovers, celebrating local artists, and providing refreshing interpretations of classically brilliant pieces. The Society's productions give audience the gift of music and movement, and inspire potential performers, composers, and arts advocates seated in each row. The work to which we passionately dedicate our time encourages a love for theatre, challenges artists to develop their skills, and results in productions of professional quality. It is anticipated that up to 2,500 people will attend "The Gondoliers".
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	The Society prides itself on offering mentorship opportunities for young artists: providing training in all performance and production aspects of musical theatre, hands-on experience during our shows and events, and opportunities in arts management and board participation for members seeking professional development. Each year, the VGASS contributes to music education with the Victoria G&S Society Young Talent Awards, offering a \$500.00 bursary to both the Music Department, UVic and the Canadian College of Performing Arts.

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
The Victoria Human Exchange Society	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	We innovate and lead because we are completely volunteer run persons who know the problems are on the grass-roots Board so that they may lead rather than follow a top down model.We make Victoria more affordable because our low rents can be managed by those who receive basic welfare, employment insurance, senior pensions or low wages.We facilitate social inclusion and community wellness by taking in street persons and supporting them in the development of their gifts and solving of the challenges facing them including the search for permanent housing by adding their names t housing organizations such as Pacifica and BC Housing.
	Make Victoria More Affordable	Increased the range of affordable housing not only for those in need of supports but also for working people, families and youth.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
Theatre SKAM Association	Engage and Empower the Community	Improved relationship with nearby First Nations.	<p>The “Pop Up Victoria Live Theatre Series” will meet a range of Strategic Plan objectives by presenting short high-quality live performances by donation in unique locations to over 5,000 Victoria residents and visitors during summer of 2016. Specifically, we believe this project will:</p> <ul style="list-style-type: none"> - Invigorate public spaces across the municipality: we are able to host performances within specific neighborhoods, in the downtown business district and at various municipal parks. The mobility and accessibility of the venue itself enables us to maximize the range of venues and target specific audiences close to where residents live, work and play. We will collaborate with city staff to target locations in close proximity to desired areas such as David Foster Harbour Pathway, Centennial Square, and school district lands like the one our office is located on (Burnside Campus). - Offer inclusive and low-barrier access to arts and cultural activities: Theatre SKAM has always intended for the Pop Up Theatre to appear in downtown Victoria to enchant and surprise residents and visitors alike. Seeing a short live performance in a micro theatre like this helps to break down barriers to enjoying arts and cultural events and leaves audiences with an increased sense of belonging and wellbeing. There are no dress codes or service fees -- and because of the intimate size of the theatre, all audience members are considered equal. <p>Our experience touring the capital region in 2013 with free previews of our outdoor musical Small-town: A Pickup Musical, was inspiring. We met new audience members who were enthralled with the show, and were delighted when we explained that it was their tax dollars that had contributed to the fact that we were presenting professional work in community parks by donation. The Pop Up Victoria Theatre Series will help to stimulate short-term economic activity for nearby restaurants and cafes and will help to build upon the City’s reputation as a vibrant and attractive place to invest in.</p>
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
		Public recreation and cultural facilities are first rate.	
		Seniors centres have increased programming options.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
Threshold Housing Society	Engage and Empower the Community	More youth are engaged in City programs, civic issues, and the broader community.	<p>Make Victoria More Affordable – calls for more affordable and supportive rental units to made available. This is exactly what the SHY program attempts to do. Youth cannot become renters unless they are assisted through a rent supplement program and given the tools and assistance to ensure they become responsible citizens. The SHY program is designed to find willing landlord partners to help Threshold Housing find suitable units for youth able to live independent but with support. A positive and supportive rental experience is an important component to keeping youth from falling into homelessness.</p> <p>Facilitate Social Inclusion and Community Wellness – several outcomes deal with ending chronic homelessness. This is also a central objective of the SHY program. At-risk youth are a marginalized segment of our community that are both invisible and voiceless. A community cannot be “well” when this many youth are living precariously as they are and yet expected to be a contributing member of the community. Safe Housing, mentoring, and life-skills as provided by SHY give at-risk youth the opportunity to avoid homelessness, criminal involvement, and being a burden on social systems.</p> <p>Engage and Empower the Community – all youth are a vital component of our community that bring energy, ideas and vision to bear upon the common good. At-risk youth have energy, ideas and vision too, regardless of their difficult pasts. Being homeless or precariously-housed marginalizes people and hence they feel disengaged from their friends, neighbourhood, and city. Safe housing is the key factor in making a marginalized person part of the community; it takes an address, a telephone number, and neighbours. In giving such opportunities today to vulnerable youth, the community will thrive tomorrow.</p>
	Make Victoria More Affordable	There are more affordable and supportive rental units available.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
		Victoria is closer to ending chronic homelessness.	
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Coalition to End Homelessness completes its mandate to end homelessness.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Together Against Poverty Society	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>TAPS VHAB project will facilitate social inclusion and community wellness by directly helping to improve quality of life for Victoria's most marginalized people, thereby improving quality of life for all citizens of Victoria. Specifically, the project will increase accessibility to income and health benefits/services by educating and supporting volunteers to directly assist marginalized clients apply for benefits and navigate the complex disabilities benefits system.</p> <p>For low-income people living with disabilities who depend on government benefits to survive, access to extended health benefits is dependent on what type of income you are receiving. You must be receiving provincial persons with disabilities (PWD) benefits to receive extended health benefits. Virtually all applicants of provincial disabilities benefits must apply for Canada Pension Plan Disability (CPPD) in order to maintain PWD benefits. Both applications are, complicated and have different definitions of disability, which is often quite confusing to both patients and doctors alike. TAPS staff have specialized skills and experience in completing these applications and ensuring a successful outcome. TAPS VHAB project will increase TAPS capacity to assist Victoria's most marginalized by educating and supporting volunteers to help people navigate the complex system and apply for much needed benefits.</p> <p>Much of Victoria's most marginalized, who experience chronic homelessness, have virtually no hope of being housed if they do not have some form of income. TAPS Legal Advocates know from experience that the majority of these people would also qualify for disabilities complex, requiring a personal statement, a physician's report and a report from third party assessor. TAPS VHAB project would enable TAPS to directly assist these people to successfully complete the relevant applications, resulting in come that could help them make the first step into being housed, thereby contributing to ending chronic homelessness.</p> <p>The following is an example of importance of this work: Approximately six months ago Jimmy, a 45 year-old man who has been living on the street for the past three years, entered the TAPS office requesting help. He wasn't sure what kind of help he needed, he just knew he was constantly living in pain and was expressing suicidal ideations. He was extremely thin, exhibiting signs of server anxiety and difficult to understand due to the problems he was experiencing with his teeth. With the help of TAPS legal advocates, Jimmy was able to apply for provincial persons with disabilities benefits, comply with the requirement to also apply for CPPD and receive the health benefits he so desperately needed. Jimmy came to TAPS office just two weeks ago and looked so good he was difficult to recognize. He told TAPS staff he felt we saved his life and was smiley for the first time in years, in part due to his new teeth. He is now engaged with a number of community groups, drastically improving his level of social inclusion. This is power of TAPS services and just one example of why we need to support to increase our ability to help the most marginalized citizens in Victoria resulting in increased social inclusion and improved community wellness.</p>
		Enhanced quality of life.	
		Victoria is closer to ending chronic homelessness.	
Vancouver Island Public Interest Research Group	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>This research project will be conducted by VIPIRG's Research Coordinator with the help of a Research Assistant.</p> <p>Capacity Building One of VIPIRG's priority areas is capacity building. Last fiscal year, our community grants program gave out \$33,000 in grants to individuals and community organizations based in Victoria. This research project is in line with VIPIRG's focus on capacity building. The findings and recommendations of the research project will hopefully advocate for increased newcomer support networks, as well as greater community consultation. This will help in building neighborhood capacity and empowering neighborhood residents for newcomers in Victoria.</p>
		More youth are engaged in City programs, civic issues, and the broader community	
		Empower neighbourhood residents, place makers and others to lead and implement projects	<p>Enhanced quality of life Multiple research studies have shown that there is evidence of associations between reduced physical and mental health and food insecurity and poor diet quality, respectively. The cycle of having enough food followed by food shortage has been well documented among food-insecure households and is thought to play a direct role in dietary compromise, accumulation of visceral fat, and weight gain. Inadequate nutrition and weight gain play a direct role in the development of chronic diseases. Further research into food insecurity will ensure that good health is maintained through appropriate health and community services.</p>
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.	<p>Enhanced food systems This research project will identify opportunities to address these challenges. When all parts of a food system are working adequately, food security becomes a possibility. Enhanced food systems protects the land, water, and air so communities can continue to produce food. Additionally, it supports people and businesses in order to allow them to continue working in the food system.</p> <p>Everyone in the community (all Victoria residents) can directly or indirectly benefit from research into improving food security and enhanced quality of life.</p>
Victoria Attractions Association Victoria Attractions Association	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	<p>Objective: ‘Strive for Excellence in Land Use’ Outcome: Enlivened public spaces. Victoria is a people-centered place i.e. Centennial Square, Harbour front.</p> <p>Objective: ‘Facilitate Social Inclusion and Community Wellness’ Outcome: Enhanced quality of life</p>
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	<p>The Ambassador program helps to create public spaces that are friendly and vibrant during the summer months. Uniquely within Victoria, this program is able to provide trained volunteers ‘on the ground’ which in turn enhances general pride, safety and comfort in the downtown community for all. Several of our volunteer Ambassadors have served with our program for over two decades, and represent a loyal core of citizens who contribute their time and energy to making the City a better place. Ambassadors are trained in basic safety and emergency 911 calls and can facilitate assistance for anyone requiring it. Many Ambassadors speak languages in addition to English, which also increases the support for visitors of diverse backgrounds. Above all, the Downtown Ambassadors work with all community stakeholders including retailers, transportation providers and locals in adding to the safety and vibrancy of the downtown core.</p> <p>Objective: ‘Create Prosperity through Economic Development’ Outcome: Downtown is the hub of both large and small business</p> <p>Outcome: Downtown is vibrant and is a draw for residents and visitors alike. Outcome: Victoria is the heart of commerce and business in the Region and Vancouver Island.</p> <p>The tourism sector contributes an estimated \$1.9 billion in annual economic impact to the Greater Victoria region. It also employs approximately 22,000 people, largely within the downtown core of the City. The Ambassador program directly contributes to these economic benefits by increasing visitors’ knowledge of local businesses and attractions within Victoria. For visitors, this can result in longer visits to the area and the related increased economic benefits to the City of Victoria. These benefits extend to local residents —the Ambassadors support City resident’s awareness and understanding of local events and festivals during the summer months.</p>
		Downtown is the hub of both large and small business.	
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
		Downtown is the hub of both large and small business.	
Victoria Brain Injury Society	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria’s most marginalized people.	<p>Accessible health services are available for Victoria’s most marginalized people Brain injury is a complex disability with many variables involved in recovery. Once individuals leave hospital many changes in their health and well-being can take place. Peer support provides brain injury survivors with a place to discuss their health and well-being with other survivors thus reducing the burden on the health care system. Furthermore, peer supporters can encourage and assist brain injury survivors to access other appropriate health services offered by Island Health and other social service providers and can explain referral mechanisms ensuring that marginalized individuals access the help and support they so desperately need.</p> <p>Both peer supporters & the individuals accessing peer support are often marginalized within society; many have experienced homelessness and often they are living in poverty without family support and employment. Peer support provides a non-judgmental space in which individuals can discuss their health and well-being with others who truly understand brain injury. The drop-in nature of peer support particularly lends itself to an easy point of access for those who are leading chaotic lives - there are no appointments to schedule or difficulties navigating complex referral mechanisms. Once they have formed a bond with a peer supporter, brain injury survivors often begin to establish a routine of attending regular peer support sessions, this can then make it easier for individuals to establish routine in other areas of their lives including making & keeping health care appointments.</p> <p>Enhanced quality of life Peer support enhances the quality of life for both the peer supporter & the individuals they then support. Many of our peer</p>
		Enhanced quality of life.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Victoria is closer to ending chronic homelessness.	<p>supporters have gone on to find paid work and employment after gaining skills and confidence through peer support. The connections that peer support makes possible enhances the quality of life and increases the sense of social connectedness for individuals. Whether it's offering advice on compensatory strategies, providing support to access other services or just offering a cup of coffee and someone to play a board game with, peer support provides brain injury survivors with a safe space that can enhance their quality of life & facilitate social inclusion.</p> <p>Victoria is closer to ending chronic homelessness</p> <p>One of the key topics of conversation in the peer support room is housing – how to help people find and maintain housing is a vital part of the peer support training. Peer supporters can help prevent homelessness by encouraging individuals to seek help for financial issues as well as support individuals to maintain their housing through offering advice on hoarding and help with issues such as addictions. Compensatory strategies for dealing with memory issues can ensure that rent is paid on time and suggestions for how to live with others after the brain injury can help prevent homelessness. For those survivors currently homeless, peer supporters can provide advice and support to assist them in finding suitable housing. Furthermore, peer supporters can refer individuals to other VBIS services to help prevent homelessness through help with applications for financial assistance and help to find suitable supported housing.</p>
Victoria Innovation, Advanced Technology and Entrepreneurship Council	Innovate and Lead	Organizational culture is collaborative, supportive and empowering.	<p>1. Sector Information and Promotion Service as the primary promoter and definitive source of information on the local technology sector.</p> <ul style="list-style-type: none"> - Continue to brand and promote Victoria Tech Sector - Serve as the industries spokesperson and go to source for media outlets and other interested parties including the City of Victoria - Broadcast sector news and information via - Website, weekly email bulletin, external social networks - Continue to hold Experience Tectoria and Discover Tectoria <p>An opportunity to engage tech, arts, culture & community in a series of seminars, open houses and exhibits. Providing information, knowledge and opportunities to students, emerging companies and community in general. Attendees include local tech entrepreneurs, out of town VC's & entrepreneurs, students, local community</p> <p>2. Talent Raise awareness of the career opportunities available within local technology companies by targeting experienced workers and recent graduates while also promoting technology careers and innovation to students.</p> <ul style="list-style-type: none"> - Represent the region and local tech industry by attending career fairs of local post-secondary institutions to share information & answer questions - Manage and promote VIATeC's online job board on viatec.ca - Continue to offer and attend career focused events both locally and abroad <p>3. Networking and Connections Offer top quality networking and community building opportunities by connecting members through events and introductions along with topic specific information as requested.</p> <p>4. Education and Mentoring - Provide timely, valuable information through seminars and connect interested members with experienced, volunteer mentors and advisors.</p> <ul style="list-style-type: none"> - Continue to support VIATEC Venture Accelerating Program and RevUp by providing physical space for start-up and early stage tech entrepreneurs in Greater Victoria and access to coaches, mentors, service providers and community partners. <p>5. Community Engagement and Connection - Play a role in representing and connecting the sector with the broader community.</p> <ul style="list-style-type: none"> - Use of Fort Tectoria facility space including boardroom, lounge & studio for events or meetings for local tech companies and community partners including the City of Victoria. - Continue to be a representative on the Economic Development Task Force - Continue to support local arts and culture. - Continue to provide venue for Breakout West/Rifflandia festivals - Continue to support City of Victoria on city delegation and summits (A Capital Mission February 2016)
		Staff is organized into cross-departmental project teams with strong project management capacity.	
	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	
		Regional leader in Open and Transparent Government.	
		Empower neighbourhood residents, place makers and others to lead and implement projects	
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
		Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.	
		Downtown is the hub of both large and small business.	
		Victoria is the heart of commerce and business in the Region and Vancouver Island.	
		Victoria has hosted delegations from each of our Twin City Partners.	
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
		Successful Western Canada Music Awards/Break Out West event with Rifflandia sees Region being asked to bid for the JUNOS.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Victoria Compost and Conservation Education Society (Operating as the Compost Education Centre)	Engage and Empower the Community	More youth are engaged in City programs, civic issues, and the broader community.	<p>This program supports the City of Victoria's strategic goal for school lands and facilities to be enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc. This program directly addresses the issue of soil health through composting with classroom worm bins. The Food and Agriculture Organization of the United Nations' focus on "healthy soils for a healthy life" frames soil as a non-renewable resource. Soil health is an integral part of combating and adapting to climate change, food security, drought resistance, and biodiversity. Food waste from classrooms is diverted while the compost created in the classroom worm bins can be used in school food gardens. The need for this program is further supported by the core competencies at the center of the new curriculum which is being launched by the British Columbia Ministry of Education in 2016 - 2017.</p> <p>This program also aligns with the City of Victoria's strategic goal of encouraging more youth to become engaged within the broader community. The community impacts of this project are far reaching. Individual students, classroom communities, and schools will benefit from increased access to experiential learning and will find themselves empowered by the solutions-based approach. Creating communities of engaged, informed, passionate young learners will benefit the larger community, and can have an immeasurable impact on moving towards a more sustainable future. Additionally there are ecological benefits to this project. Through stewardship: worms, plants, community gardens, and the greater soil network will benefit from increased awareness, care, and knowledge.</p>
	Enhance and Steward Public Spaces, Green Spaces and Food Systems	School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.	
Victoria Conservatory of Music	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	<p>The program directly supports the Strategic Plan Objective "Facilitate Social Inclusion and Community Wellness" and Outcome "Enhanced quality of life" by providing underprivileged school children in Victoria the opportunity to experience the benefits of the creative expression of music. Evidenced-based research shows conclusively that music education equips children with the foundational abilities to learn, to achieve in other core academic subjects, and to develop the capacities, skills and knowledge essential for lifelong success. A study led by McMaster University's Dr. Laurel Trainor, (ScienceDaily Sep.20, 2006) found, "After one year the musically trained children performed better in a memory test that is correlated with general intelligence skills such as literacy, verbal memory, visuospatial processing, mathematics and IQ." A study by the Auditor Neuroscience Laboratory, Northwestern University, Illinois, reported music training had an enhanced impact on auditory function in preschool children (Development Cognitive Neuroscience 6:51-60, 2013). Another study from this laboratory reported that children from disadvantaged backgrounds that received community music classes had increased neuroplasticity and language development compared to their peers (Frontiers in Psychology, Cognitive Science 5:1403 1-9, 2014). What makes the CMJ program so unique and superior to practically any other type of music program, is that each child works at their own station and the software program monitors closely all that the student does, as if their own personal study assistant were working with them, that intuitively adjusts the program on the fly, and ensures the focus stays exactly where the student needs it the most, guaranteeing success with every lesson. The CMJ program holds an enormous opportunity to make a difference in the lives of children living in poverty. The City of Victoria has the opportunity to join VCM's funding partners to support children in marginalized communities to behind the journey toward enhancing skills that will provide them with a platform from which they can build confidence and courage and potentially end the cycle of poverty. Research has shown music has a powerful impact on learning, attention and behaviour. Our children deserve every opportunity possible to make a better life for themselves.</p>
Victoria Native Friendship Centre	Engage and Empower the Community	Improved relationship with nearby First Nations.	<p>Objective: Engage and Empower the Community Outcomes: Improved relationship with nearby First Nations (ongoing).How: We are providing 41 units of housing for Aboriginal people, thereby helping to provide a solution and reduce the homeless crisis in the Greater Victoria Region.Waiting lists for other social housing providers, including M'akola Group of Societies, BC Housing, Pacifica Housing, and the Greater Victoria Housing Society are long.While many Canadians believe that the majority of Aboriginal people live on reserves, the reality is that more than half of Aboriginal people in Canada live in Urban centres and Rural areas to access education, employment, health services, and the amenities that Urban centres offer. Cut off from the culture and traditions that strengthened them, many Aboriginal people feel isolated and powerless against discrimination. They often face grinding poverty and live in substandard housing or become part of the burgeoning population of the homeless.Many Aboriginal families are already placed in motels in the Burnside Gorge area as temporary shelter, but must leave once the summer tourist season begins. The families then proceed to disperse wherever they can couch surf, overcrowding units in social housing occupied by friends or family, or the parents live on the streets and the children are either</p>

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Make Victoria More Affordable	Increased the range of affordable housing not only for those in need of supports but also for working people, families and youth.	<p>apprehended or are placed with relatives. Through this cycle of homelessness, First Nations take the brunt of the summer exodus, and the often inadequate on reserve housing situation becomes stressed even further. Applicants for Siem Lelum are referred from a variety of local and provincial community support services, however, many of the Applicants come from the First Nations located within the Greater Victoria Region who are themselves experiencing a housing shortage crisis. Objective: Make Victoria more Affordable Outcomes: • Increased the range of affordable housing not only for those in need of supports, but also for working people, families and youth; and • There are more affordable, supportive rental units. How: • Present Living Circumstances: Aboriginal people are significantly overrepresented in the homelessness population (25%) as only 2.8% of the population of the CRD is Aboriginal. Even at this high percentage Aboriginal service providers in the community believe that Aboriginal homelessness is undercounted, particularly youth (one third of homeless youth are Aboriginal and over half of the children who are growing up in foster care are also Aboriginal). The need for an Aboriginal housing strategy is urgent, as the Aboriginal population continues to grow at a more rapid rate than any other group in Canada. Between 1996 and 2006, the Aboriginal population increased 45%, nearly six times faster than the 8% growth for the non-Aboriginal population over the same period; Too many children have been raised in Foster Care or have been adopted outside of their culture. Once they are cut loose from Care, they are often adrift, feel alone with no extended family to rely on. They often join the ranks of the homeless, as do those parents with FASD or those whose children have been apprehended; Aboriginal youth ageing out of foster care face additional challenges as well. These youth have different life experiences than many of their counterparts. Many of them have had adverse life experiences which can affect their emotional, social, cognitive and physical development and, as a result, many have fallen behind their peers. Along with those struggles, Aboriginal youth leaving care are often without a family support system that can provide the financial, emotional and instructional skills necessary to make the often difficult transition from dependent to independence. Often the results of this are devastating because without adequate transitional supports young people leaving care are more likely to have mental health problems, become parents at an early age, experience trouble with employment, be involved with the criminal justice system, receive social assistance, experience homelessness, or have substance abuse issues. • Target Population: Aboriginal single young adults who are working and/or attending school, young families, grandparents raising grandchildren, and youth aging out of the foster care system, who are, or are at risk of becoming homeless, who will benefit from living in a supportive environment where they can strengthen their parenting skills and other life skills necessary for self-sufficiency. • Unit Composition and Affordability: Phase 1 Phase 2 Unit Type # Rent/Month Unit Type # Rent/Month Studio 14 \$425 1 Bedroom 1 \$550 1 Bedroom 3 \$525 2 Bedroom 4 \$650 Small Family 9 \$620 3 Bedroom 10 \$750 • Client Support Services: The need for safe and affordable housing is paramount. We believe that many of those who are currently homeless have been housed in the past, but have lost it because they did not have the supports in place or the life skills necessary to maintain it. We believe in the need to keep people in their housing once they have attained it and that in order to do that, you cannot separate housing from supports. Therefore, in order to efficiently and effectively promote the self sufficiency of its Clients, the VNFC has developed and implemented a culturally appropriate/Community driven Life Skills Development Program where lifelong skills and a healthy lifestyle are modeled, and the necessary resources provided for greater self-sufficiency. A Tenant Support Worker (TSW), who utilizes cultural practices and provides “walk with” support to prospective, current, and former Tenants (hereinafter referred to as Clients) on issues pertaining specifically to their ability to attain and maintain safe, healthy, and affordable housing, administers the program. The overarching goal of the TSW is to foster a sense of caring, cultural awareness, and community within the housing. The TSW offers moral support and guidance to the younger Clients by way of positive role modeling, guidance, life skills coaching, and assistance for Clients wishing to access careers, education, and employment resources. The TSW also offers crisis interventions, counselling, advice, referrals to outside resources, and numerous other services to all Clients. The TSW also assists Clients with their move ins by providing basic home maintenance and cooking supplies, to ensure that Clients have the tools necessary to maintain their unit and feed their families. Objective: Facilitate Social Inclusion and Community Wellness Outcomes: • Enhanced quality of life; • Victoria is closer to ending chronic homelessness; and • Coalition to End</p>
		There are more affordable and supportive rental units available.	
	Facilitate Social Inclusion and Community Wellness	Coalition to End Homelessness completes its mandate to end homelessness.	
		Enhanced quality of life.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Victoria is closer to ending chronic homelessness.	Homelessness completes its mandate to end homelessness; How: Please see previous answer to “Make Victoria More Affordable.”
Victoria Pretty Good Society	Engage and Empower the Community	Rebuilt trust with the public in terms of meaningful public engagement.	Engage and Empower – Victoria is a vibrant community with a rich creative ecosystem craves quality, world-class creative content. City-funded initiatives that embrace progressive values and align with Victoria's creative communities reflect well upon our civic bodies and help rebuild/galvanize trust that the city is unafraid to support the arts.
	Strive for Excellence in Land Use	Enlivened public spaces, Victoria is a people-centered place, i.e. Centennial Square, Harbour front.	Excellence in Land Use (Public Spaces) – our Saturday afternoon lynchpin event is a free, all ages showcase in Centennial Square called Ambient Picnic; local and regional electronic producers will perform/DJ ambient music all afternoon, with a beer garden and food trucks in tow. Progressive arts programming in a downtown public space = excellent land use indeed.
	Facilitate Social Inclusion and Community Wellness	Enhanced quality of life.	Social Inclusion & Community Wellness (quality of life) – Simply put, in our digital, media-saturated age, communities are aware of what is out in the world; communities WANT vibrant cultural events that showcase contemporary music, art and multimedia. We are a small city with the cultural heart of a larger metropolis; an event with the programming acumen of Pretty Good Not Bad speaks to the city's appetite for worldly, cutting edge experiences. So while it doesn't affect personal income or traditional quality of life signifiers, we believe vibrant cultural events like Pretty Good Not Bad (in the tradition of Rifflandia, Victoria Film Fest etc.) add value to the city and make Victoria a better place to live.
	Nurture Our Arts, Culture and Learning Capital	Support for arts and culture is increased, inclusive and strategic	
		Victoria has an Arts and Culture Master Plan.	
Victoria Sexual Assault Centre	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>This project will support the City of Victoria objectives to:</p> <p>1. Facilitate social inclusion and community wellness. Often those communities that are most targeted for violence that do not have access to medical, forensic, crisis support and/or justice services after a sexual assault because of institutional barriers they face at hospitals and police stations. These communities include girls, women and trans people for whom the experiences and impacts of sexual violence are deeply intertwined with other forms of systemic violence, such as racism, colonialism, inter-generational trauma, classism, and various other forms of stigma and discrimination. We work closely with community partners that represent radicalized, immigrant, refugee, trans and indigenous girls and women, women involved with sex work, homeless people, and/or those that are drug or alcohol dependent to determine how to better serve those that are most targeted for violence.</p>

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>Outcome 1 - Accessible health services for Victoria's most marginalized populations. This project will achieve this outcome by:</p> <ul style="list-style-type: none"> -increasing access to medical, forensic, and mental health services support for recent survivors of sexualized violence (coordinating services in one location) -Increasing community outreach efforts in order to diversify marginalized people who access services -Increasing number of overall survivors who feel safe accessing services <p>Outcome 2 - Enhanced quality of life. This project will achieve this outcome by:</p> <ul style="list-style-type: none"> -Increasing number of survivors who feel better equipped to heal from their experiences of sexual assault as a result of their experience at the clinic
		Enhanced quality of life.	<p>2. Engage and empower the community. We will achieve this objective by working with key community partners including Forensic Nurse Examiners, Island Health, Greater Victoria Police/RCMP, The Native Friendship Centre, The Victoria Immigrant and Refugee Centre, Peers Resources Society, Victoria Child Abuse Prevention and Counselling Centre (etc.), to build their capacity to deliver trauma-informed services for diverse survivors of sexual assault.</p> <p>Outcome 1 - Build capacity of neighbourhood/community associations. This project will achieve this outcome by:</p> <ul style="list-style-type: none"> -Enhancing collaboration and coordinated response -Enhancing training and skill development for volunteers and community partners to work respectfully with marginalized populations including indigenous, immigrant and refugee, queer and trans, and sex worker (etc.) communities.
Victoria Youth Empowerment Society	Engage and Empower the Community	More youth are engaged in City programs, civic issues, and the broader community	<p>MORE YOUTH ARE ENGAGED IN THE BROADER COMMUNITY-YSOT in partnership with other YES programs has instituted various activities to broaden youth engagement in the community. Groups in progress include: A partnership with the Victoria Art Gallery that offers mentorship and training; The Outlet Group a partnership with UVic for youth who identify as LLGBTW; A Community Kitchen, in partnership with Coast Capital Savings, to assist youth to transition to independence; Outings Group for access to events such as; the Film Festival, Cirque de Soleil, Victoria Ballet, etc; Groups in the planning stages are a community garden and an employment training pilot. DOWNTOWN IS VIBRANT AND IS A DRAW FOR RESIDENTS AND VISITORS ALIKE - During the summer months with schools closed there is a significant increase in youth (13-19 years) in the downtown. The YES, SO program is a response to the previous lack of day programs and the propensity to simply move congregating youth from block to block. SO offers recreational, social and cultural activities. It provides a referral target for police, the businesses and the community. Last summer 163 youth accessed SO. YSOT workers monitor downtown and "check-in" with youth, to refer them to these resources in an attempt to prevent youth from congregating on the streets or in unsafe locales. In addition throughout the year YES offers both a day time & evening drop-in programs that provides a safe space for youth that might otherwise compromise public safety or personal safety due to their high risk behaviours. ACCESSIBLE HEALTH SERVICES ARE AVAILABLE FOR VICTORIA'S MOST MARGINALIZED PEOPLE - Last year the YSOT made numerous connections to health services (including transportation as needed) such as: Connected 179 to IH programs such as the Royal Jubilee & Victoria General, Referred 201 to detox, treatment, recovery programs; Aided 82 youth with connections to mental health services, Delivered educational sessions on: risk reduction, anxiety & depression, nutrition, etc. for 100's of youth. With a grant from the Victoria Foundation training 35 youth workers in Suicide Intervention, M H Health First Aid and Self Harming Behaviours, and were trained in the administration of naloxone. ENHANCED QUALITY OF LIFE - In 2015 the YSOT in partnership with other YES programs provided services to enhance the quality of life including: Basic needs via meals shower, laundry and clothing for over 800 youth; Assisted 229 youth in areas of interpersonal/general life skills; Provided youth dedicated computers/phones/storage areas; Assisted 75 youth to obtain identification; 100 youth received help with employment preparation; Introduced a Housing Support Program (ages 26-23 years) to connect youth with work/interview clothing, start-up food staples and basic furnishings, etc. In addition YSOT made numerous connections including: 206 to MCDF; for Youth Agreements, and Agreements for Youth Adults; 157 referrals to Employment/School programs such as: Artemis, SJ Willis, SIDES, GT Hiring; 124 referrals to housing resources; Pandora Youth Housing, Threshold Housing, KEYS, etc. OPPORTUNITIES FOR ACCESSIBLE SPORTS AND FITNESS BY CHILDREN AND ADULTS - The Summer Opportunities provides youth with the opportunity to engage in numerous sports and fitness activities. Crystal pool passes are available for youth in most YES programs; YES has developed a Community Support Fund to assist youth with access to recreational and cultural activities; Groups in the planning stages include: an outdoor recreational program, martial arts and yoga opportunities.</p>
	Create Prosperity through Economic Development	Downtown is vibrant and is a draw for residents and visitors alike.	
	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	
		Enhanced quality of life.	
		Opportunities for accessible sports and fitness by children and adults.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
Volunteer Victoria	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>This new project supports two key strategic objectives for the City of Victoria. It:</p> <ul style="list-style-type: none"> - promotes the neighbourhood associations' needs and activities to youth volunteers (increasing organizational capacity and helping to grow the number of people invested in community initiatives) - Increases youth engagement in civic and neighbourhood activities
		More youth are engaged in City programs, civic issues, and the broader community	<p>Traditionally community associations and grass roots organizations so not use the same types of volunteer recruitment or management strategies that are used in formal volunteer programs. The volunteer recruitment cycles and assessment processes are also quite different making it more difficult to connect with schools and parents who can help connect youth with engagement opportunities.</p> <p>VV has traditionally recruited youth and directed them into formal volunteer positions. In this model we hope to recruit, assess, and train a group of youth who will engage in short-term informal volunteer positions with multiple organizations and events across Victoria throughout 2017.</p>
We Rage We Weep Alzheimer Foundation	Facilitate Social Inclusion and Community Wellness	Accessible health services are available for Victoria's most marginalized people.	<p>Nurture Our Arts, Culture & Learning Capital. Support for arts and culture is increased, inclusive and strategic.</p> <p>The arts are as important as a method of self-expression as well as participation & joy. Marginalized persons such as those with dementia have so few avenues open to them to self-express or experience happiness or interact with their community the arts become even more essential to their wellbeing. By engaging our seniors at community centers through art programs such as Arts & Alzheimer's the City of Victoria is fulfilling its goal to increase arts & culture to a population who might not otherwise be able to easily access it. Persons with dementia, their caregivers & families are being included in community through art & culture & a strong community strategy is built.</p>
		Enhance quality of life	<p>Facilitate Social Inclusion and Community Wellness. Accessible health services are available for Victoria's most marginalized people. Enhanced quality of life.</p> <p>Persons with dementia, their caregivers & families feel supported, included & a sense of community connection is so many ways. Their lives are enhanced by their ability to access essential wellbeing programs like Arts & Alzheimer's.</p> <p>Clients with Alzheimer's or related dementia</p> <ul style="list-style-type: none"> • Enjoy freedom of expression, social interaction, companionship, cultivation of new or renewed talents, increased confidence, improved mood, a sense of purpose, accomplishment, enjoyment and fun <p>Caregivers/Families</p> <ul style="list-style-type: none"> • Are given a respite from care taking duties, receive support and build the assurance to keep themselves and their loved ones interacting in community long into disease progression <p>Artists & Musicians</p> <ul style="list-style-type: none"> • Utilize their skill to mentor, fostering the artistic expression and creativity of seniors with cognitive impairment through art and music <p>Community</p> <ul style="list-style-type: none"> • Experiences the continued contributions of those with dementia
World Fisheries Trust	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>Victoria is a waterfront community surrounded by a Blue Neighbourhood of marine and freshwater ecosystems, yet the majority of people are unaware of the rich and diverse life that thrives at our doorstep. For example, while Victoria is making great strides in consolidating and promoting its Green Neighbourhood, it is often a surprise, even amongst biologists, to learn that there is a healthy population of native Olympia oysters still thriving in the Gorge Waterway and Portage Inlet, despite decades of industrial and residential pollution being dumped into this urban waterway. world Fisheries Trust believes that by increasing public awareness and understanding of our marine ecosystems, we can foster a sense of stewardship that will motivate people to look after and help improve the health of these ecosystems. We strive towards making meaningful and lasting connections with the public through a variety of educational platforms. Our Seaquaria program engages with a wide range of audiences throughout the year, including youth and First Nations, providing hands-on learning opportunities that allow</p>
		More youth are engaged in City programs, civic issues, and the broader community	
		Improved relationship with nearby First Nations.	

Organization	Strategic Plan Objectives	Strategic Plan Outcomes	Response
		Rebuilt trust with the public in terms of meaningful public engagement.	<p>them to become more connected to their community and local environment. We have significantly strengthened the relationship between our organization and both the Songhees and Esquimalt First Nations communities by reaching out to educators and youth in outreach workshops and events. We also actively promote our volunteer and employment opportunities to both these nations' early-career individuals. During the planning and implementation of community events and workshops, we work alongside many local NGOs and community associations to collaborate on various projects and support their environmental initiatives. The goal of the Eco Learning Hive is to create strong connections, conversations and collaborations between these like-minded organizations who can work together to solve our current issues regarding sustainability. Projects that are fostered from these community connections reach back into our local neighbourhoods to engage with residents, from youth to leaders, We have found that individuals who participate in our educational programs and learn about their community watershed and/or local aquatic creatures become more engaged and empowered with a diverse array of information that they can now use towards leading and implementing environmental sustainability project in their neighbourhood.</p>
		Empower neighbourhood residents, place makers and others to lead and implement projects	
Victoria Downtown Residents' Association	Engage and Empower the Community	Build capacity of neighbourhood/community associations.	<p>Objective: Engage and Empower the Community</p> <p>Outcomes: Improved relationship with nearby First Nations. (Ongoing)</p> <p>By seeking an opportunity to understand Indigenous history and culture, and directly engaging with local First Nations and other interested stakeholders in the planning process, we believe that there will be an opportunity to strengthen and build new relationships with First Nations. The topics and intended outcomes for this event series revolves around education and what can municipalities, community organizations, and individuals do to help facilitate reconciliation and decolonization. As a grassroots, community-driven process, we believe that this can be a collaborative and meaningful process for all those involved.</p>
		Improved relationship with nearby First Nations.	<p>Build capacity of neighbourhood/community associations. (Ongoing)/Empower neighbourhood residents, place makers and others to lead and implement projects.</p>
		Empower neighbourhood residents, place makers and others to lead and implement projects	<p>By partnering with the Downtown Residents Association on a Reconciliation and Decolonization Event Series, the City of Victoria will empower our neighborhood community association to implement this project. As a non-profit organization with a full volunteer board of directors and no paid staff, taking on a project of this magnitude this is outside of our immediate capacity, however, we are passionate about this issue and we see the outcomes directly benefiting the broader community.</p> <p>Our organization has been organizing events for the past three years under the "Vic Matters" event series title (described above under history and impact of the organization). We have an interest in creating forums and opportunities for residents to discuss and interact on topics that directly impact them. We have successfully partnered with other organizations and built the capacity to take on those past projects and by working with us on this project, our organization will be able to leverage the experience, knowledge-gained, and relationships built through this process into future events like this.</p>