



**Selkirk Community Renewal Corporation
Community Plan
2009-2013**



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Background

This document is the Community Plan for an emerging community development corporation in Selkirk. It is intended to provide a general context for community revitalization and development. It is meant to also guide the work of the new organization as the main catalyst for such development. It has been prepared in accordance with the guidelines of Neighbourhoods Alive, the primary core funder for emerging community development corporations.

The community plan has gathered input from a variety of sources, and produced a set of broad objectives. These broad objectives, presented as goal statements, are flexible enough to allow for different initiatives to be planned and undertaken from one year to the next. At the same time, they act as a touchstone, to allow the Board of Directors to ensure that its planning or advocacy work is consistent with this community vision.

The Community Plan is therefore a companion document to the annual Operational Plan, which spells out in greater detail the budget, staffing and program outcomes for short term activities under the goal areas. The Community Plan covers the period from April 2009 to April 2014.

Planning Process

The process to create a community development corporation for the City of Selkirk and to compile this Community Plan began with the appointment of an Interim Advisory Committee. The objective of the IAC was to begin the formation process for the Development Corporation as well as oversee the preparation of a community renewal plan. The IAC has been assisted with funding to provide administrative and organizational support.

The IAC held a number of focus groups with the community in order to identify priority areas and potential projects for inclusion within the community plan. The IAC reviewed the output from these focus groups, prioritized issues and suggestions generated by the community, and developed this plan. An outside consultant was brought in to assist with the later phases of this and to bring together the results of these efforts into the format required for the Community Plan.

Staffing

The new organization plans to operate during 2009 with an Executive Director. This staff person will focus on building the organization and preparation for the addition of other staff in subsequent years. It is proposed to add a Community Coordinator in Year 2 and a Housing Coordinator in Year 3.

Guiding Principles

Guiding principles in the form of a Mission Statement and Vision were created by the IAC to act as a foundation upon which to build future direction and strategic decisions by the Development Corporation. These are as follows:

Mission

As a non-profit organization SCRC is committed to community development, renewal and revitalization based on the priorities of the community. SCRC is working with residents and community organizations to revitalize and renew the community in areas of Youth, Crime and Safety, Housing, Public Transportation, Manitoba Avenue East and Economic Development.

Vision

A healthy community with sustainable projects and partnerships.

Priority Goals and Goal Statements

1. Governance

Goal: To launch and operate an effective community development corporation, with balanced representation from residents and stakeholders.

2. Youth

Goal 1: To provide positive mentoring, recreation, cultural and employment opportunities for youth.

Goal 2: To provide safe, accessible, welcoming and appropriate shelter for children during times of crisis.

3. Crime and Safety

Goal: To support existing crime prevention initiatives through the creation of greater public awareness and understanding.

4. Housing

Goal 1: To ensure the provision of safe, affordable and appropriate housing for all sectors of the community.

Goal 2: To provide greater opportunities for home ownership.

Goal 3: To provide greater accessibility to home repair programs as a means to improving quality of the existing housing stock.

5. Transportation

Goal: To ensure that all segments of the community have adequate access to economic, recreational, spiritual and social opportunities.

6. Manitoba Avenue East/Economic Development

Goal 1: To support the City in the creation of a vibrant downtown which acts as a community focus for Selkirk and a potential destination for those outside the community.

Goal 2: To enhance community pride, increase community engagement and enhance the quality of life for the entire community.

7. Community Capacity Building

Goal 1: To effectively address community priorities.

1. Governance

Goal: To launch and operate an effective community development corporation, with balanced representation from residents and stakeholders.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
1.1 Governance	<ul style="list-style-type: none"> • Defined system of governance. • Board well represented by the community. • Policies & procedures manual. • Terms of reference. 	<ul style="list-style-type: none"> • Community non-profits. • NA! 	<ul style="list-style-type: none"> • Structure balanced representation in bylaws. • Develop organizational policies and procedures. • Create sub-committees where necessary. 	<ul style="list-style-type: none"> • File Articles of Incorporation. • Appoint first Board of Directors. • Draft bylaws for founding meeting. • Define policy development processes. • Create personnel committee. 	<ul style="list-style-type: none"> • Articles filed. • Functioning Board in place. • Bylaws adopted. • Policy manual in place. 	<ul style="list-style-type: none"> • SCRC will have a healthy and diverse membership with residents in the majority. • Organization functioning effectively in the community.
1.2 Five Year Plan	<ul style="list-style-type: none"> • Five year Community Plan. 	<ul style="list-style-type: none"> • NA! • Community Stakeholders 	<ul style="list-style-type: none"> • Community consultation and priority setting. 	<ul style="list-style-type: none"> • Document five year plan and submit to NA! • Conduct annual review of plan objectives by Board. 	<ul style="list-style-type: none"> • Plan accepted by NA! • Plan adopted in minutes of founding meeting. • Degree of achievement regarding outputs and outcomes. 	<ul style="list-style-type: none"> • SCRC will have a framework that reflects community priorities and guides action. • SCRC will develop credibility with government, funders, residents and stakeholders.

1. Governance

Goal: To launch and operate an effective community development corporation, with balanced representation from residents and stakeholders.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
1.3 Community Accountability	<ul style="list-style-type: none"> Well-attended AGM in each of next five years. Membership representative of the community. 	<ul style="list-style-type: none"> Residents. Other community stakeholders. Funders. 	<ul style="list-style-type: none"> Engage residents in appointment and election of Board. Distribution of information on SCRC. Develop newsletter. 	<ul style="list-style-type: none"> Maintain strong communication with residents around impending Board appointments. Promote AGM. Form AGM Planning Committee each year. Develop newsletter that includes members form. 	<ul style="list-style-type: none"> AGM's well attended Timely Board appointments. Increased membership each year. 	<ul style="list-style-type: none"> An established transparent style of governance, residents engaged as stakeholders in yearly review of five-year plan. SCRC accountable to community, funders and government.

2.Youth						
Goal 1: To provide positive mentoring, recreation, cultural and employment opportunities for youth						
Goal 2: To provide safe, accessible, welcoming and appropriate shelter for children during times of crisis.						
Initiative	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
2.1 Boys and Girls Activity Programs	<ul style="list-style-type: none"> • Positive mentorship program. • Plan of action for more opportunities for youth in recreation and culture. • Greater awareness of existing programs. • Partnerships developed with recreational providers. • Regular meetings with partners. 	<ul style="list-style-type: none"> • LSSD • City of Selkirk • Service Providers • Service groups • Youth clubs 	<ul style="list-style-type: none"> • Scan of existing recreation and activity programs. • Identify potential partners and assess the feasibility of Boys and Girls Activity Programs. • Develop a scan to identify existing facilities and programs. • Identify gaps in existing programs. 	<ul style="list-style-type: none"> • Identify potential partners. • Planning and development of a Boys and Girls Club to address identified gaps. • Identify funding sources and develop proposals. • Develop promotional strategy. 	<ul style="list-style-type: none"> • Completed feasibility analysis. • Plan for clubs is completed and necessary funding applied for. • Increased number of programs and services. 	<ul style="list-style-type: none"> • Established Boys and Girls Activity Program. • Better use of existing facilities and programs. • Greater range and quality of youth-related alternative programming available.

2.Youth

Goal 1: To provide positive mentoring, recreation, cultural and employment opportunities for youth

Goal 2: To provide safe, accessible, welcoming and appropriate shelter for children during times of crisis.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
2.2 Small business hiring of youth with skills program	<ul style="list-style-type: none"> • Greater employment opportunities for youth. • Inventory of suitable employment resources. 	<ul style="list-style-type: none"> • Local businesses • Service Canada • NA! • Chamber of Commerce 	<ul style="list-style-type: none"> • Develop a strategy to establish a youth employment program. • Research creation of incentive program to hire locally. • Create inventory of suitable employment resources. 	<ul style="list-style-type: none"> • Identify potential partners. • Write terms of reference and secure funding for feasibility analysis. • Undertake feasibility analysis. • Research training programs in the community 	<ul style="list-style-type: none"> • Completed feasibility analysis. • Number of residents hired under incentive program. • Necessary funding is secured. 	<ul style="list-style-type: none"> • Employment program for youth established. • Increased hiring of local youth. • Improved economic situation for youth.
2.3 Playground and recreation upgrades	<ul style="list-style-type: none"> • Funding is secured. • Completion of one play ground upgrade in year 1 • Building of skate park is ongoing 	<ul style="list-style-type: none"> • Rotary Club • NA! • MMF • City of Selkirk • SFC 	<ul style="list-style-type: none"> • Work with partners to support creation of playground and recreation upgrades. • Discuss necessary upgrades and develop priority list 	<ul style="list-style-type: none"> • Complete pre-development work for skate park. • Secure funding. • Complete proposal by MMF for upgrades to playground. 	<ul style="list-style-type: none"> • Utilization rates of new facilities. • Proposals for funding have been submitted. • Priority list for upgrades has been developed. 	<ul style="list-style-type: none"> • Completion of Skate park. • Completion of upgrades to all play grounds. • Healthier lifestyles for youth • Decrease in alternative risk-taking

			with City			behavior.
2.Youth						
Goal 1: To provide positive mentoring, recreation, cultural and employment opportunities for youth						
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Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
2.4 Provision of emergency shelter for Children	<ul style="list-style-type: none"> Plan in place for keeping children in the community. Feasibility study developed. Safe place for children Creation of Committee. 	<ul style="list-style-type: none"> Justice Nova House CFS AFM RCMP Probation Services LSSD Social Agencies Crisis Stabilization Unit 	<ul style="list-style-type: none"> Identify potential partners. Determine resources. Identify possible shelter. 	<ul style="list-style-type: none"> Undertake feasibility analysis. Secure funding for study. Identify partners. Create committee which will determine available resources and identify possible shelter locations. 	<ul style="list-style-type: none"> Number of children that remain in the community. Number of locations in place. 	<ul style="list-style-type: none"> Children have a safe place to go during time of crisis until family disputes are resolved. Children are no longer taken out of the community during a crisis.

3. Crime and Safety

Goal: To support existing crime prevention initiatives through the creation of greater public awareness and understanding.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
3.1 Home Safety Campaign	<ul style="list-style-type: none"> • Public awareness campaign which increases knowledge and awareness of existing crime prevention programs. • Pamphlet on existing programs. 	<ul style="list-style-type: none"> • City of Selkirk (Crime Prevention Council) • Local Business • RCMP • Neighbourhoods Alive. • Victims Services • MPIC • Hardware stores • LSSD • Locksmiths 	<ul style="list-style-type: none"> • Develop a public awareness campaign. • Develop pamphlet on crime prevention programs. • Identify partners. • Develop home safety audit. 	<ul style="list-style-type: none"> • Identify sources of funding for campaign. • Design and distribute pamphlets. • Partner with hardware stores for discounts. • Partner with school programs for installation of security devices. • Develop home safety pamphlet and distribute. 	<ul style="list-style-type: none"> • Successful completion of campaign. • Increased community awareness as a result of campaign. • Increase in number of home safety audits. • Reduced number of break-ins. 	<ul style="list-style-type: none"> • Greater awareness and support for existing crime prevention initiatives and opportunities. • More balanced perception of crime and prevention in community. • Home safety audits. • Residents feel safe in their own home.

3. Crime and Safety

Goal: To support existing crime prevention initiatives through the creation of greater public awareness and understanding.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
3.2 Neighbourhood Safety Campaign	<ul style="list-style-type: none"> • Public awareness campaign to increase knowledge of creating safer neighbour hoods and safer homes. • Neighbour hood Watch Program. • Neighbour hood Safety Audits. 	<ul style="list-style-type: none"> • City of Selkirk (Crime Prevention Council). • Local Business. • RCMP • NA! 	<ul style="list-style-type: none"> • Design and implement public awareness campaign. • Identify partners. • Recommend and prioritize necessary improvements. • Develop neighbourhood watch program. • Target at least 2 neighbour-hoods each year. 	<ul style="list-style-type: none"> • Identify sources of funding for campaign(s). • Conduct Annual Safety Audit with CPC. • Identify necessary improvements • Design and distribute information pamphlets. • Develop neighbourhood watch program. 	<ul style="list-style-type: none"> • Successful completion of campaign. • Number of people with increased awareness as a result of campaign. • Increased number of neighbourhood watch areas. 	<ul style="list-style-type: none"> • Greater awareness by citizens of oppor-tunities to create a safer community. • Neighbour-hood Watch program throughout the community. • Neighbour-hood Safety Audits.

4. Housing

Goal 1: To ensure the provision of safe, affordable and appropriate housing for all sectors of the community.

Goal 2: To provide greater opportunities for home ownership.

Goal 3: To provide greater accessibility to home repair programs as a means to improving quality of the existing housing stock.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
<p>4.1 Housing Strategy.</p> <p>The strategy will provide for appropriate housing for all sectors of the community.</p>	<ul style="list-style-type: none"> • Long term housing strategy. • Housing Task Force will meet regularly to develop strategy. • Housing Coordinator will assist Task Force. 	<ul style="list-style-type: none"> • NA! • City of Selkirk • MB Housing • CMHA • SFC • MB Hydro • Local Businesses 	<ul style="list-style-type: none"> • Maintain updated housing needs assessment. • Develop business plan for priority sectors identified in assessment. • Develop staff capacity to implement program. • Develop registry of landlords. 	<ul style="list-style-type: none"> • Review housing needs assessment. • Identify partners. • Secure funding for housing inventory and needs assessment. • Create Housing Task Force and Committee. • Hire Housing Coordinator. 	<ul style="list-style-type: none"> • Increase in housing inventory. • Increase in number of units available for hard-to-house residents. • Increase in number of affordable houses. • Plan supports hiring of housing coordinator. 	<ul style="list-style-type: none"> • Updated housing needs assessment. • Provision of housing for the hard-to-house. • Provision of affordable housing for low-income families. • Long term housing strategy.
<p>4.2 Housing Coalition.</p> <p>It will provide opportunities for home ownership.</p>	<ul style="list-style-type: none"> • Greater opportunity for home ownership by middle to low income families. • Increased resources available to 	<ul style="list-style-type: none"> • Habitat for Humanity • Landlords • MB Housing • CMHC • City of Selkirk • NA! 	<ul style="list-style-type: none"> • Work with partners to develop home ownership plan. • Bring together housing stakeholders to provide expertise and 	<ul style="list-style-type: none"> • Identify partners. • Identify priorities based on needs assessment. • Identify sources of funding. 	<ul style="list-style-type: none"> • Increased number of home owners. • Completed business plan. 	<ul style="list-style-type: none"> • Work-to-Own home ownership plan. • Improved living conditions for low to middle income families.

	home owners.		coordination.	• Develop business plan.		• Pride in home ownership.
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4. Housing

Goal 1 To ensure provision of safe, affordable and appropriate housing for all sectors of the community.

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Goal 3: To provide greater accessibility to home repair programs as a means to improving quality of the existing housing stock.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
4.3 Fix-it Grants. Accessibility to home repair programs such as Housing Small Grants and Neighbourhood Housing Assistance.	<ul style="list-style-type: none"> • Repair grants are successfully applied for. • More information on funding programs available for residents. • Residents will have access to funds for repair and renovation 	<ul style="list-style-type: none"> • NA! • MHRC • City of Selkirk • Local Businesses 	<ul style="list-style-type: none"> • Create linkages between existing repair programs and tenants and owners. • Develop partnerships with local businesses. • A review committee will make recommendations. • Expansion of program each year 	<ul style="list-style-type: none"> • Identify partners • Establish application criteria. • Establish a review Committee. • Expand the program each year. • ED ensures program planning and securing of funding. 	<ul style="list-style-type: none"> • Number of grant requests. • Number of grants provided. • Grant monies are all expended by the end of the program year. 	<ul style="list-style-type: none"> • Pride in property appearance and neighborhood. • Improved housing quality. • Improved living conditions for low to middle income families.

5. Transportation

Goal: To ensure that all segments of the community have adequate access to economic, recreational, spiritual and social opportunities.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
5.1 Enhance Existing Programs Which Provide Transportation for High Needs Group(s).	<ul style="list-style-type: none"> • Transportation program for high needs group(s). • Committee to address lack of affordable transportation. • Awareness that lack of affordable transportation is a barrier to economic security. 	<ul style="list-style-type: none"> • City of Selkirk • Transportation providers • Local businesses • Chamber of Commerce • Seniors • Service providers 	<ul style="list-style-type: none"> • Identify potential partners and assess the feasibility of establishing transportation program for high needs groups. • Develop a plan to address need for affordable transportation. 	<ul style="list-style-type: none"> • Identify potential partners and targeted high needs group(s). • Establish committee to address issue of transportation for high needs groups. • Distribute information on what is available. 	<ul style="list-style-type: none"> • Number of trips provided to members of high needs group(s). • Increase in transportation providers. 	<ul style="list-style-type: none"> • Enhanced quality of life for members of the community who experience mobility issues. • Strategies are in place to address lack of affordable transportation

5. Transportation

Goal: To ensure that all segments of the community have adequate access to economic, recreational, spiritual and social opportunities.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
5.2 Program to Complement Planned Bus System When Implemented.	<ul style="list-style-type: none"> • Program in place for high needs/low income groups. • Greater accessibility to different areas of the community. 	<ul style="list-style-type: none"> • City of Selkirk • Service groups • Seniors • Chamber of Commerce • Youth groups • Local businesses 	<ul style="list-style-type: none"> • Review proposed bus system for Selkirk. • Identify opportunities to complement new system. • Develop partnerships to create plan for cost sharing. 	<ul style="list-style-type: none"> • Monitor new bus system when implemented • Identify gaps in service through discussions with City and community. • Develop plan to address gaps. • Identify potential partners. 	<ul style="list-style-type: none"> • Completed plan. • Decreased personal auto use. • Increased ridership each year. 	<ul style="list-style-type: none"> • SCRC will be in a position to pursue transportation initiatives to complement planned bus system. • Residents enjoying the use of public transportation • Economic security for low income groups. • Decreased dependency on parents/adults. • Environmentally friendly practices.

6. Manitoba Avenue East/Economic Development

Goal 1: To support the City in the creation of a vibrant downtown which acts as a community focus for Selkirk and a potential destination for those outside the community

Goal 2: To enhance community pride, increase community engagement and enhance the quality of life for the entire community.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
6.1 Support the Creation of a City Plan for Manitoba Avenue East Development.	<ul style="list-style-type: none"> • New businesses locate downtown. • More attractive downtown. • Increased vibrancy for Selkirk's downtown. 	<ul style="list-style-type: none"> • City of Selkirk. • Business community. • Manitoba Ave. merchants • North Red Community Futures 	<ul style="list-style-type: none"> • Support the city in the creation of a plan to enhance the downtown as a vibrant community focus. • Encourage local hiring. • Develop plan to seek opportunities for small scale enterprises. 	<ul style="list-style-type: none"> • Develop incentive program for local hiring. • Work with partners to develop brochure promoting local business. • Secure funding • Submit proposal for Storefront grant. 	<ul style="list-style-type: none"> • Number of improvements to downtown businesses. • Increased number of small businesses. • Number of grants approved. 	<ul style="list-style-type: none"> • SCRC, the City of Selkirk and the business community have a plan to guide future enhancement of the area. • More attractive commercial area.
6.2 Support the City in Addressing Derelict/Vacant Buildings Issues.	<ul style="list-style-type: none"> • Creation of appropriate new bylaws. • Increase in bylaw infractions citations. 	<ul style="list-style-type: none"> • City of Selkirk. • Selkirk & District Planning Board • Business community. 	<ul style="list-style-type: none"> • Support the City bylaws. • Increase in resources for enforcement 	<ul style="list-style-type: none"> • Strategize with business community. • Work with City to develop plan to address issues. 	<ul style="list-style-type: none"> • New bylaws. • Number of bylaw enforcement citations. • Improvements to commercial 	<ul style="list-style-type: none"> • Improved appearance and quality of building stock to support development

					buildings	efforts in all commercial areas of the community.
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6. Manitoba Avenue East/Economic Development

Goal 1: To support the City in the creation of a vibrant downtown which acts as a community focus for Selkirk and a potential destination for those outside the community.

Goal 2: To enhance community pride, increase community engagement and enhance the quality of life for the entire community.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
6.3 City Beautification Program including Public Gardens	<ul style="list-style-type: none"> • Run an Urban Green Team Program each year, beginning in year 2. • Establishment of public gardens. 	<ul style="list-style-type: none"> • Other funding partners • NA! • Business community. • City of Selkirk. 	<ul style="list-style-type: none"> • Organize a Community Clean-up or similar event annually. • Support 2 other beautification projects annually, as identified by the community. 	<ul style="list-style-type: none"> • Submission of Urban Green Team proposal. • Hiring of Green Team members. • Establish partnerships. 	<ul style="list-style-type: none"> • Participation in Annual Clean-Up Event. • Successful implementation of Urban Green Team program. • Evaluate success with a questionnaire at end of project. • Final reports document identification, implementation, and observed results for each year and project. 	<ul style="list-style-type: none"> • Enhanced community pride and engagement. • Increased youth capacity and awareness of environmental issues. • Visible impact on community through environmental and green space projects.

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7. Community Capacity Building

Goal: To effectively address community priorities.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Measurements	Five Year Outcomes
7.1 Support Local Initiatives That Assist in Community Capacity Building.	<ul style="list-style-type: none"> Review and approval of small grant proposals Review and comment on various community initiatives in partnership with NA! 	<ul style="list-style-type: none"> Community organizations. NA! City of Selkirk 	<ul style="list-style-type: none"> Provide support for local initiatives that assist in community capacity building in the areas of life-skills, education, training, and others. Promote NRF program through media, newsletter, email contacts. Encourage submission of proposals to SCRC prior 	<ul style="list-style-type: none"> Review and approve small grant projects annually, where applicable. Review and comment on initiatives annually as requested by NA! Provide support for other organizations as appropriate and within the means of SCRC. Review all NRF proposals and provide recommendations to NA! 	<ul style="list-style-type: none"> Number of funding proposals approved. Short follow-up telephone survey with grant recipients. Volume of referrals for SCRC opinion, and number funded. 	<ul style="list-style-type: none"> Increased capacity for community to plan and implement small initiatives. Increased sense of self determination and participation in community development process. Positive working relationship between SCRC and community service providers.

			to NA! deadline.			<ul style="list-style-type: none"> Grant monies are all spent.
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Glossary of Abbreviations

- AFM – Alcoholic Foundation of Manitoba
- CFS – Child and Family Services
- CMHA – Canadian Mental Health Association
- CMHC – Canada Mortgage and Housing Corporation
- CPC – Crime Prevention Council
- CSU – Crisis Stabilization Unit
- IAC – Interim Advisory Committee
- LSSD – Lord Selkirk School Division
- MHRC – Manitoba Housing and Renewal Corporation
- SFC – Selkirk Friendship Centre

