



NDG Community Strategic Plan & Action Plan 2016-2021

PART III

NDG Community Council

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NDG Community Strategic Plan 2016-2021 Action Plan 2018-2021

This action plan expands on the goals and objectives established in the NDG Community Strategic Plan 2016-2021, which was proposed by the plan's coordinating committee and endorsed by the board of directors of the NDG Community Council in December 2017 as a framework for the collective direction of the community for the next three years. In proposing each of the 97 actions listed below, we continue to work towards a greater quality of life for all residents of NDG with a particular focus on the four priority sectors of Westhaven, St-Raymond, Benny Farm and Walkley-Fielding. While these actions were planned by the community for the community and we believe their benefits to be universal, their impact will be greatest in these four sectors which are most affected by poverty, inequality, social isolation and a lack of access to services.

In order to better target desired change, track progress, evaluate outcomes and foster a sense of community ownership of the planning process through partnership and collaboration, the plan outlines strategies to achieve its objectives and invites the tables de concertation (neighbourhood roundtables) of NDG to lead its actions and mobilize residents and community stakeholders around our common goals. The plan also outlines a timeframe for each action and identifies potential resources along with indicators of progress.

You may notice, in reading this plan, that a few of the objectives do not have a corresponding set of strategies and actions. This is not an error; it is simply that a plan of this scale and scope is destined to evolve over its course. Many of the actions in this plan will be underway long before the end-date of the plan, while opportunities will emerge allowing for new actions to take shape. It is therefore our hope that the empty spaces in this plan will serve as a canvas and continue to inspire the involvement of all members of this beautiful and dynamic community.

Sincerely,

A handwritten signature in blue ink that reads "Riley Dalys-Fine". The signature is written in a cursive style and is enclosed in a thin blue rectangular border.

Riley Dalys-Fine
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LIST OF ACRONYMS

CDC CDN	Corporation de développement communautaire de Côte-des-Neiges
CDN-NDG	Côte-des-Neiges-Notre-Dame-de-Grâce
CJE NDG	Carrefour Jeunesse-Emploi de Notre-Dame-de-Grâce
CIUSSS CODIM	Centre-intégré-universitaire-de-santé-et-de-services-sociaux-du-Centre-Ouest-de-l'Île-de-Montréal
CMTQ	Coalition Montréalaise des tables de quartier
COCO	Centre for Community Organizations
COCO-PS	Comité de coordination du plan stratégique
DT	Director's Table
MNA	Member of the National Assembly
MP	Member of Parliament
MUHC	McGill University Health Centre
NDGCC	Notre-Dame-de-Grâce Community Council
OBNL	Organisme(s) à but(s) non-lucratif(s)
OMHM	Office municipale d'habitation de Montréal
PEP	Parents engagés pour la petite-enfance
PME MTL	Petites et Moyennes Entreprises Montréal
PSOC	Programme de soutien aux organismes communautaires
RAPSIM	Réseau d'aide aux personnes seules et itinérantes de Montréal
RIOCM	Regroupement intersectoriel des organismes communautaires de Montréal
TC	Tables de concertation



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GOAL # 1: INCREASE CAPACITY OF COMMUNITY ORGANIZATIONS OFFERING SERVICES IN NDG

Objective 1.1: Support board and organizational development

Strategy 1.1.1: Increase financial education for organizations and boards

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.1.1.1. Provide staff and boards with opportunities for financial literacy training	DT	Ongoing starting in Fall 2018. Financial Literacy Resource Tool developed by Fall 2019.	Capacity-Building for Community Organizations Project training on funding, Resources from regional partners (COCO, RIOCM), Funding Realities Report.	<ul style="list-style-type: none"> ▶ Financial Literacy Resource tool developed ▶ Number of organizations in NDG using Financial Literacy Resource, either by integrating it into orientation for new staff and board members or by organizing collective training sessions for staff and board ▶ Number of organizations participating in financial literacy trainings. 	<ul style="list-style-type: none"> ▶ Individual staff and board members improve their understanding of how community organizations financing works: <ul style="list-style-type: none"> ● What are the major sources of funding? ● Broad trends in funding (i.e. project vs mission). ● Relationship between funding received and key expenditures (ex: what type of expenses are admissible for certain funds). ● Definitions for certain terms and processes (active vs. passive amounts, carry-over amounts). ▶ Individual staff and board members are better equipped to support their organizations in fundraising, in advocating for better financing of their organization and to develop annual fundraising plans.
1.1.1.2. Hold day of reflection on overhead, sustainability, and wages.	NDG Roundtable	Spring 2019	Venue to host day of reflection, staff hours to organize/facilitate day of reflection, research & data to inform discussion (funding realities project, COCO Toolbox).	<ul style="list-style-type: none"> ▶ Number of organizations participating in day of reflection ▶ Notes shared from day of reflection capturing salient points and outlining next steps for possible collective actions. 	Organizations become sensitized to realities faced by partners with respect to working conditions and are better positioned to work in solidarity with one another to address these realities.

Strategy 1.1.2: Support boards in meeting the needs of their organizations

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.1.2.1. Find assessment tools and training for board types, organization types, and skills needs.	Sub-committee of COCO-PS	Summer 2019	COCO Toolbox and similar resources.	Assessment tools identified and obtained for community and shared with partners.	Boards of organizations have the skills and tools necessary to best serve the unique needs of their organizations. Boards can strategize with their organizations to identify priorities and develop action plans. Board members understand their legal obligations as such.
1.1.2.2. Conduct voluntary evaluation of board and staff.	Individual organizations	Ongoing	Assessment tools compiled by sub-committee of COCO-PS (see above action), Hours of staff dedicated to evaluation.	Number of organizations conducting evaluations of board and staff.	

1.1.2.3. Support organizations in filling the gaps (board recruitment sessions, board training sessions, etc).	DT and CIUSSS-CODIM Community Organizers	Ongoing	Capacity-Building Program for Community Organizations, other groups offering training (COCO, Centre de Formation Populaire).	<ul style="list-style-type: none"> ▶ Number of board recruitment sessions, board training sessions organized ▶ Number of organizations using board recruitment and training sessions ▶ Number of "by and for" models of staff and boards - how many boards and/or staff teams are mainly composed of users. 	Boards of organizations have the skills necessary to best serve the unique needs of their organizations. Boards can strategize with their organizations to identify priorities and develop action plans. Board members understand their legal obligations as such.
1.1.2.4. Provide regular updates to community organizations on shifts in legal landscape re: non-profits.	NDGCC	Ongoing	Staff hours to research shifts and share information.	Frequency of updates being diffused to community, number of organizations in community reached with this information.	

Strategy 1.1.3: Create and deploy the "Capacity-Building Training Program for Community Organizations"

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.1.3.1. Form a pilot committee who will develop and deploy a series of training sessions on themes highlighted as needed for local non-profits in the consultation phase of the strategic plan. Pilot committee meets twice per month and develops a framework for the project.	Pilot committee (NDGCC, Table Jeunesse NDG, Table 0-5 Cavendish, CIUSSS-CODIM)	Feb. 2018-Feb. 2019	Point de Bascule program (300 hours of accompaniment from Dynamo Collectivo sponsored by Centraide), budgets of committee members (Staff hours, consultant for initial planning and for development of workshop on funding, catering, hall rental).	<ul style="list-style-type: none"> ▶ Pilot committee formed February 2018. ▶ Training series designed with 3 sessions on the following themes: Managing Change, Fundraising and Governance ▶ Number of participants 	<p>YEAR ONE: Organizations are more able to (from our framework for this project):</p> <ul style="list-style-type: none"> • Self-analyse • Ask critical questions • Make strategic decisions • Accompany their teams • Ask for support as needed.
1.1.3.2. Define who should have priority access to the trainings.					
1.1.3.3. Decide on the training themes.					
1.1.3.4. Hold a launch info session for potential participating organizations.		Summer 2018		<ul style="list-style-type: none"> ▶ Launch held June 7, 2018. ▶ Level of interest in program from the community (measured as total number of organizations and individuals who register for the capacity building training session and/or as percentage of our quota). 	
1.1.3.5. Register and select participating organizations.					
1.1.3.6. Deploy trainings.		Training series from Sept. 2018 to Feb. 2019		<ul style="list-style-type: none"> ▶ Number of organizations who participate in training series ▶ Feedback from training participants indicating level of satisfaction and areas of improvement ▶ Number of coaching relationships realized and diversity of resources deployed to facilitate coaching relationships. 	
1.1.3.7. Evaluate level of satisfaction with trainings.					
1.1.3.8. Provide follow-up coaching to a select group of organizations, resources permitting.					
1.1.3.9. Secure funding to deploy years 2 and 3 of capacity building training program.	Ongoing from Fall 2018	<ul style="list-style-type: none"> ▶ Funding obtained for project ▶ Themes for trainings selected based on community consultation ▶ Level of participation in trainings (total number of organizations participating, number of organizations as a percentage of our quota, increased from previous year) ▶ Feedback from training participants ▶ Number of coaching relationships realized and diversity of resources deployed to facilitate coaching relationships. 	<p>SHORT TERM OUTCOMES:</p> <p>YEAR TWO: Organization leaders are more confident to</p> <ul style="list-style-type: none"> • test change processes and try things differently • embark on collaborative processes that utilize key skills sets in teams. <p>YEAR THREE: Organizations have more capacity to organize themselves collectively to promote social change.</p> <p>LONG TERM OUTCOMES: This training project, combined with other interventions, will contribute to developing a healthy, vibrant work culture, and strategic, resilient, organizations with a strong support network.</p>		

1.1.3.10. Plan schedule and select themes for following year of training.	Pilot committee	Ongoing from Winter 2019	Budget for project (Staff hours of committee members, Hall rental, catering, consultants for planning and implementing trainings)	<ul style="list-style-type: none"> ▶ Funding obtained for project ▶ Themes for trainings selected based on community consultation ▶ Level of participation in trainings (total number of organizations participating, number of organizations as a percentage of our quota, increased from previous year) ▶ Feedback from training participants indicating level of satisfaction and areas of improvement, feedback indicating that participants feel that program has improved/evolved to better suit their needs since previous years if applicable ▶ Number of coaching relationships realized and diversity of resources deployed to facilitate coaching relationships. 	<p>SHORT TERM OUTCOMES:</p> <p>YEAR TWO: Organization leaders are more confident to</p> <ul style="list-style-type: none"> • test change processes and trying things differently. • embark on collaborative processes that utilize key skills sets in teams. <p>YEAR THREE: Orgs have more capacity to organize themselves collectively to promote social change.</p> <p>LONG TERM OUTCOMES: This training project, combined with other interventions, will contribute to a developing a healthy, vibrant work culture, and strategic, resilient, organizations with a strong support network.</p>
1.1.3.11. Deploy trainings.					
1.1.3.12. Evaluate satisfaction with trainings.					
1.1.3.13. Provide follow-up coaching to a select group of organizations, resources permitting.					

Objective 1.2: Obtain increased government and foundation funding

Strategy 1.2.1: Create "centres of excellence"

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.2.1.1. Identify leaders in different categories (re: funding bodies or re: fields of interest).	DT	Spring 2020	Funding realities report, funding for project coordinator, CIUSSS-CODIM Community Organizers	Identified leaders receive training.	Leaders are comfortable/willing to hold role as project manager or fiduciary for larger projects.
1.2.1.2. Provide education to organizational leaders on importance of role as fiduciary/project management.					

Strategy 1.2.2: Ensure that various scales of projects get funding

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.2.2.1. Create a bank of needs in the community and organizations or individuals willing to support grant writing should opportunity arise.	DT	2019	Funding realities project	<ul style="list-style-type: none"> ▶ List is developed with input from community ▶ List is circulated to community organizations. 	When funding opportunities arise, we can more easily access new funds.

Strategy 1.2.3: Build strong relationships with funders

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.2.3.1. Set meetings with funders outside of reporting deadlines.	Individual organizations and tables	Ongoing	Funding realities project	Borough-wide meeting with Ville de Montréal, Centraide and PSOC re: funding.	Funders are allies in our work, and in improving our working conditions.
1.2.3.2. Educate funders as to salaries, conditions, and common fallacies.	DT and TC			Wages on agenda for meetings with funders.	

Objective 1.3: Increase opportunities for collaboration, transparency and skills-sharing between organizations and tables

Strategy 1.3.1: Increase creation and use of shared resources

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.3.1.1. Explore pooling funds for collective access to Tamarack events/documents (and/or similar large bodies).	DT	Fall/Winter 2019	Budgets of individual organizations who volunteer to contribute funds	<ul style="list-style-type: none"> ▶ Having list of how funds could be used ▶ Sliding scale of funds based on budget size ▶ Designated fiduciary. 	NDG organizations have presence at/access to events/resources that were previously unattainable.
1.3.1.2. Create shared folders and templates for minutes from Table de Quartier and other coalitions (TC, CMTQ, RIOCM etc).	NDG Round Table	Spring 2020	TC Coordinators CDC CDN CMTQ	<ul style="list-style-type: none"> ▶ Guidelines for using shared folders/files ▶ Assessment of use. 	<ul style="list-style-type: none"> ▶ Information is readily available in a format that is familiar ▶ Best practices shared between tables ▶ Table can be more responsive to needs of its members and of the communities.

Strategy 1.3.2: Increase transparency and knowledge of structure of organizations within NDG

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.3.2.1. Update, maintain and share lists of table and coordinating committee members and meeting timetables.	TC	Dec. 2018	NDG Community Council website and annual report	▶ Lists are up to date and shared.	<ul style="list-style-type: none"> ▶ Attendance and participation of individual community members at tables are better understood ▶ Knowledge of NDG community organizations is increased and widely diffused.
1.3.2.2. Maintain list of who is designated to attend which coalition meetings on behalf of their organizations/the neighbourhood.	DT	Ongoing from Dec. 2019	Shared folder	Regular agenda item of DT and TC meetings.	
1.3.2.3. Revise and maintain list of organizations and what they do as a database.	NDGCC	Ongoing	Staff hours Intern	Frequency and regularity of updates.	

Strategy 1.3.3: Increase number of inter-organizational collaborations

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.3.3.1. Semi-Annual TC coordinator meeting to assess action plans for potential opportunities for collaboration between TC.	COCO-PS TC	Fall 2018	Staff hours	<ul style="list-style-type: none"> ▶ Number of collaborations ▶ Frequency and attendance of meetings between TC coordinators. 	Strategic moments for concertation and advocacy across action plans and/or tables (e.g., new funding, new opportunities, shifts in landscape) are identified.

Strategy 1.3.4: Increase resources available for concertation

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.3.4.1. Local organizations include concertation in grant writing.	DT	To be determined	Funding realities report	<ul style="list-style-type: none"> ▶ Specific funds supporting concertation are identified ▶ Co-written grants including funds for concertation ▶ One time asks from larger organizations to their funders in support of local concertation. 	More funds for concertation.

Objective 1.4: Increase the representation of NDG in solidarity movements through strengthened mobilization of community partners

Strategy 1.4.1: Increase presence at regional coalitions ("Regroupements")

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.4.1.1. Create shared list of all coalitions and tables outside of borough.	DT	Dec. 2019	DT, COCO	<ul style="list-style-type: none"> ▶ Knowledge of meeting dates, goals and functioning of regroupements, membership (free or fees), mission, governance structure. <ul style="list-style-type: none"> ▶ Number of organizations receiving this information 	<ul style="list-style-type: none"> ▶ Shared knowledge of broader organizing outside of NDG ▶ Shared/standard definition of a coalition. ▶ Organizations have a clear picture of how to get involved in broader action
1.4.1.2. Organizations identify and join relevant regroupement/table.	Individual organization's boards	Winter 2020	TC	<ul style="list-style-type: none"> ▶ Membership/participation tracking (ideally 2+ members per relevant table) ▶ Identify challenges to membership (time, fees, distance, etc). 	Increased participation in relevant solidarity movements.
1.4.1.3. Develop reporting mechanism to share information within neighborhood and to disseminate information on the tables and regroupements.	COCO-PS and NDGCC	Feb.-May 2020	CMTQ documents and/or protocols	<ul style="list-style-type: none"> ▶ Time on the agendas of the tables to report on solidarity work ▶ Links to minutes of meetings on the NDGCC website. 	<ul style="list-style-type: none"> ▶ Organizations within NDG are aware of what is happening within solidarity movements ▶ Needs and ideas of people in NDG are presented in solidarity movements outside of NDG.

Strategy 1.4.2: Increase community participation in solidarity movements

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.4.2.1. NDG organizations receive training/resources from organizations with strong history of advocacy (e.g., Project Genesis, RAPSIM).	NDGCC, NDG Senior Citizens' Council & COCO-PS	Starting Winter 2019	Coalitions we are members of, TC	<ul style="list-style-type: none"> ▶ # of trainings ▶ Resources disseminated (by TC). 	Organizations (staff and boards) are better positioned to refute common fallacies and to support their work with stats/data.
1.4.2.2. Develop awareness campaign among organizations re: common fallacies around social programs and social constructs (bootstraps, welfare fraud, etc) through an NDG lens.	COCO-PS	Starting Summer 2019	TC	Campaigns are started within 6 months of relevant training (not every training need have a subsequent campaign - ideally 3-5 campaigns).	Organizations (staff and boards) have a common view/message of campaign topics.

Strategy 1.4.3: Increase work with other sectors to build solidarity/alliances (e.g., CIUSSS-CODIM, Universities, government bureaucrats)

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
1.4.3.1. Develop understanding of and map out the internal structure of these bodies.	NDGCC	Ongoing - annual review	DT	<ul style="list-style-type: none"> ▶ List of relevant sector actors ▶ User friendly, internally developed organigrammes and contact information ▶ Turnaround time on requests to sectoral actors (have we asked them to the table early enough?). 	Understanding of how/when to communicate with different sectoral actors

GOAL # 2: INCREASE AVAILABILITY OF LONG-TERM, ACCESSIBLE, MULTI-PURPOSE BUILDINGS AND GREEN SPACES FOR ORGANIZATIONS AND RESIDENTS.

Objective 2.1: Maximize the use of existing public, community and private space, in particular for unincorporated resident-led groups.

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes

Objective 2.2: Develop initiatives to assist in the creation and maintenance of sustainable, affordable space for neighbourhood organizations

Strategy 2.2.1: Establish a permanent committee/coalition dedicated to locating & creating sustainable building(s) for community organizations

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
2.2.1.1. Designate coalition/committee chair.	NDG Community Space Coalition	July 2018-2021	Space Coalition coordinator & meeting space	<ul style="list-style-type: none"> ▶ Space Coalition meets regularly ▶ Consistent & expanding Coalition membership ▶ Coalition Mission & Action Plan created. 	Leadership and coordinated action around issues pertaining to community space is provided by the NDG Community Space Coalition.
2.2.1.2. Define coalition/committee mandate, objectives and action plan (based on the elements of the NDG Community Strategic Plan).	Coalition members (supported by the designated coalition chair)				
2.2.1.3. Collaborate with NDG Housing Table and Local Economy Coalition to share information, resources and harmonize actions, particularly on study of available community space.	NDG Community Space Coalition	Sept. 2018-2021	Housing Table, Local Economy Coalition, Borough	<ul style="list-style-type: none"> ▶ Meetings between coordinators ▶ Coordinators attend each other's table meetings, ▶ Shared objectives and opportunities for partnership between tables identified. 	

Strategy 2.2.2: Identify & document community space needs & resources available

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
2.2.2.1. Update community needs assessment.	NDG Community Space Coalition	Jan. 2019	Staff salary & office space	<ul style="list-style-type: none"> ▶ Funding identified to support needs assessment. ▶ Resources secured for community needs assessment. ▶ Person hired/assigned to dossier ▶ Scope of community needs assessment developed ▶ Draft Report presented to Space Coalition. 	<ul style="list-style-type: none"> ▶ A report detailing community space needs, available space and financing options made publicly accessible ▶ Decision(s) made on next steps in satisfying community space needs taken - whether it be creating a new space(s) or renovating existing spaces - based on the reports on feasibility and community space needs.
2.2.2.2. Identify pertinent departments at the borough for potential partnerships.	NDG Community Space Coalition with / lead by Éco-Quartier	2018-2021	To be determined	Meetings with officials at the borough as well as exchange of data and expertise	
2.2.2.3. Review & document public and private financing options available for the creation, expansion, and maintenance of community space.	NDG Community Space Coalition	Feb. 2019 - March 2020	Funding Realities Report	<ul style="list-style-type: none"> ▶ Report on financing options to create or expand community space ▶ Location identified, renovation or building plans finalized, financing and permits secured, etc. 	

Objective 2.3: Protect and enhance existing green space

Strategy 2.3.1: Bolster & expand community programs that animate parks and green spaces in NDG

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
2.3.1.1. Secure increased funding for programming in parks and green spaces.	Borough and NDG Community Space Coalition	2018-2021	Collaboration of partners	<ul style="list-style-type: none"> ► Facilitation increased by 2021 ► Increased participation of local families in park programming ► positive reports from park program staff 	<ul style="list-style-type: none"> ► More opportunities for people of all ages to participate and feel included in activities in green spaces across NDG ► Employment opportunities for youth as additional facilitators for park programs (in particular youth of colour and marginalized youth).
2.3.1.2. Create a winter clothing and equipment exchange to enable new immigrant and low income families to participate in outdoor winter activities.	NDG Community Space Coalition and Table Interculturel			<ul style="list-style-type: none"> ► Implementation of clothing and equipment exchange program ► Coordination of exchange program by community partners ► Increased participation of immigrant and low income families in outdoor winter activities. 	<ul style="list-style-type: none"> ► New arrivals receive a better welcome to their neighbourhood and feel included in neighbourhood activities ► More low-income families able to participate in outdoor winter activities.

Strategy 2.3.2: Enhance existing green and public spaces and create new green spaces

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
2.3.2.1. Map under-used public and green space in NDG to identify potential for enhancing their uses by the local population as well as potential sites for new green space.	Eco-Quartier and NDG Community Space Coalition	Mapping in Summer & Fall 2018	Intern from Éco-Quartier	<ul style="list-style-type: none"> ► Map of green space and underused space ► Source data on % green space per capita in borough. 	Green Space Map and research study integrated into a toolkit to be used in mobilizing NDG community and request support from borough in enhancing and expanding green space in NDG.
2.3.2.2. Conduct a study of models and practices for transforming urban green spaces by integrating native plants & edibles.	Éco-Quartier and NDG Community Space Coalition	Winter - Summer 2019	Staff resource(s) dedicated to realizing project, with input from other relevant actors such as The Depot Community Food Centre, Transition NDG, the borough, and the NDG Food Security Coalition concerning initiatives already underway in NDG.	<ul style="list-style-type: none"> ► Document produced that outlines precedents and establishes recommendations for transforming urban green spaces by integrating native plants & edibles. ► Targets decided for specific plants to include in projects and realistic numbers of plants and sites for transformation. ► Potential funding opportunities examined with local realities taken into account and relevant stakeholders including residents, the CDN-NDG Borough, and community organizations consulted throughout. 	
2.3.2.3. Mobilize NDG community, especially residents, in a campaign/consultation process to enhance existing green and public spaces and create new green spaces.	NDGCC and NDG Community Space Coalition	Fall 2019-2021	Staff hours, Green Space Map, Report on models and practices for integrating native plants and edibles into existing urban green spaces.	<ul style="list-style-type: none"> ► Potential funding opportunities examined with local realities taken into account and relevant stakeholders including residents, the borough, and community organizations consulted throughout ► Support obtained from the borough to carry out initiatives in greening NDG. 	

GOAL # 3: ENHANCE OPPORTUNITIES FOR EMPLOYMENT AND ECONOMIC DEVELOPMENT

Objective 3.1: Define a collective vision for employment & economic development that is informed by sustainable development priorities

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes

Objective 3.2: Address major obstacles to employment for NDG residents

Strategy 3.2.1: Determine community space and services needed to support local employment

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
3.2.1.1. Create sub- committee to guide the initiative.	Local Economy Coalition	Sept. 2018-2021	Human resources (Project manager/Coordinator), funding, space, PME Montréal-Centre	<ul style="list-style-type: none"> ▶ Buy-in from relevant community organizations ▶ Studies + Business plan completed by Sept. 2019 ▶ Pilot completed and funding secured by Sept. 2020 ▶ 100 participants during pilot year ▶ Sept. 2021 Launch 	Multi-purpose workspace(s) created and being used by workers and jobseekers (combined co-working space & workspace for jobseekers).
3.2.1.2. Explore potential for mobile workspace.					
3.2.1.3. Plan pop-up workspaces, such as CJE and NDGCC offices or vacant commercial spaces, in addition to a permanent space (3 months).					
3.2.1.4. Conduct market study (3 months).					
3.2.1.5. Conduct feasibility study (3 months).					
3.2.1.6. Create initial business model.					
3.2.1.7. Launch Pilot project (3 months for start-up, then ongoing).					
3.2.1.8. Seek infrastructure & funding, such as PME funding.					
3.2.1.9. Explore solutions that are affordable to users for local transportation obstacles to employment, particularly in underserved areas	Local Economy Coalition	Sept. 2018-Sept. 2019		<ul style="list-style-type: none"> ▶ Meetings with the Association of Pedestrians and Cyclists of NDG to explore collaboration ▶ Work with the borough to develop concerted actions ▶ Feasibility of possible projects developed. 	<ul style="list-style-type: none"> ▶ Decision on implementing a transportation project ▶ Better understanding of obstacles and possible solutions.
3.2.1.10. Collaborate with NDG Space Coalition and Housing Table on initiatives to examine potential available space in the community, share information and resources, and harmonize actions.	Local Economy Coalition	Sept. 2018-2021		<ul style="list-style-type: none"> ▶ Meetings between coordinators ▶ Coordinators attend each other's table meetings, ▶ Shared objectives and opportunities for partnership between tables identified. 	More synergy between tables and knowledge and influence leveraged for greater success in accomplishing objectives.

Strategy 3.2.2: Create opportunities for employers to hire locally

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
3.2.2.1. Create an awareness campaign highlighting the benefits of hiring locally.	Local Economy Coalition	Jan. 2019-March 2020	Funding, permits (billboards on public space), human resources (Project manager, program coordinators).	<ul style="list-style-type: none"> ▶ Plans fully developed by end of year 1 ▶ Study on interest and commitment completed by end of year 1 ▶ Success indicators developed for each action, activity and project included in the plan by the end of year 1 ▶ Secure funding by end of year 1 ▶ Implement plans by end of year 2. 	<ul style="list-style-type: none"> ▶ Increased number of local jobs filled by local residents ▶ Pre and post survey or focus groups with large employers such as Concordia and MUHC, and smaller employers, reaching them through business associations like Biz NDG ▶ Strong relationships between local employers and this strategy's community partners.

<p>3.2.2.2. Develop plans based on these initial action ideas:</p> <ul style="list-style-type: none"> - Employment events such as outdoor job 'markets' & speed jobbing -Public spaces for advertising jobs, maintained by community organizations -Online local job platform maintained by CJE & Ometz -Strengthen relationships between local businesses and community organizations - Support capacity building of Biz NDG (the NDG businesses association). 	Local Economy Coalition	Jan. 2019 - March 2020	Funding, permits (billboards on public space), human resources (Project manager, program coordinators).	<ul style="list-style-type: none"> ▶ Plans fully developed by end of year 1 ▶ Study on interest and commitment completed by end of year 1 ▶ Success indicators developed for each action, activity and project included in the plan by the end of year 1 ▶ Secure funding by end of year 1 ▶ Implement plans by end of year 2. 	<ul style="list-style-type: none"> ▶ Increased number of local jobs filled by local residents ▶ Pre and post survey or focus groups with large employers such as Concordia and MUHC, and smaller employers, reaching them through business associations like Biz NDG ▶ Strong relationships between local employers and this strategy's community partners.
<p>3.2.2.3 Conduct study on the level of interest and commitment of local employers and secure commitment of community partners, such as CJE and Ometz.</p>					

Objective 3.3: Maintain the presence of locally-owned small businesses

Strategy 3.3.1: Create buy local campaign

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
<p>3.3.1.1. Approach Biz NDG to collaborate on buy local campaign.</p>	Local Economy Coalition	Sept. 2018- March 2021	Funding, human resources (Project manager, program coordinators), momentum from regional, national and international campaigns such as "Buy local day", collaboration with merchant associations, Biz NDG and Arts & Culture Table.	<ul style="list-style-type: none"> ▶ Study on level of interest completed by end of year 1 ▶ Implementation plans developed by end of year 2 ▶ Success indicators developed for each action, activity and project included in the plan by the end of year 2 ▶ Launch campaign in year 3 ▶ Biz NDG has more members (determine baseline number) 	<ul style="list-style-type: none"> ▶ Local businesses are healthier and have increased sales or volume of business ▶ The development of a circular economy in NDG ▶ Stronger and more vibrant NDG business and merchant associations (indicators to be determined or developed) ▶ Increased presence, visibility, involvement, and range of support from local merchants and businesses in community events and organizations. For example, increased visibility at arts and culture activities and events; hosting art vernissages; sponsoring events; local business leaders sit on non-profit and community organization boards ▶ More local merchants and businesses are collaborating with non-profits and community organizations on projects (baseline number to be determined at start of initiative).
<p>3.3.1.2. Develop plans based on initial action ideas and conduct study on the interest and commitment of the local business community.</p>					
<p>3.3.1.3. Support capacity building of Biz NDG (the NDG businesses association).</p>	Local Economy Coalition	Sept. 2018- March 2021			
<p>3.3.1.4. Seek funding & infrastructure, such from Smart City and PME.</p>					

<p>3.3.1.5. Implement plans developed from these initial action ideas (year 2):</p> <ul style="list-style-type: none"> - Create awareness campaign highlighting benefits of buying locally (i.e.: buying locally creates local jobs, better service offerings, increased sense of community) -Create and install maps of businesses/services around the neighbourhood ("You are here") -Establish digital Morris Pillars (outdoor sidewalk cylindrical advertising columns) -Promote buy locally with discount programs, social media campaign with contests/draws & Flash mobs -Increase local business visibility by encouraging them to participate in and lend support to local arts & culture initiatives (Porchfest, Art Hop), which has the dual impact of supporting the community and creating visibility. 	Local Economy Coalition	Sept. 2018-March 2021	Funding, human resources (Project manager, program coordinators), momentum from regional, national and international campaigns such "Buy local day", collaboration with merchant associations, Biz NDG and Arts & Culture Table.	<ul style="list-style-type: none"> ▶ Study on level of interest completed by end of year 1 ▶ Implementation plans developed by end of year 2 ▶ Success indicators developed for each action, activity and project included in the plan by the end of year 2 ▶ Launch campaign in year 3 ▶ Biz NDG has more members (determine baseline number) 	<ul style="list-style-type: none"> ▶ Local businesses are healthier and have increased sales or volume of business ▶ The development of a circular economy in NDG ▶ Stronger and more vibrant NDG business and merchant associations (indicators to be determined or developed) ▶ Increased presence, visibility, involvement, and range of support from local merchants and businesses in community events and organizations. For example, increased visibility at arts and culture activities and events; hosting art vernissages; sponsoring events; local business leaders sit on non-profit and community organization boards ▶ More local merchants and businesses are collaborating with non-profits and community organizations on projects (baseline number to be determined at start of initiative).
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Objective 3.4: Create an environment conducive to the growth of social economy initiatives

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes

Objective 3.5: Increase investment in the arts and culture sector as an economic development driver

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes

GOAL # 4: INCREASE AVAILABILITY AND QUALITY OF AFFORDABLE HOUSING

Objective 4.1: Improve the quality of existing rental housing stock

Strategy 4.1.1: Identify the maintenance needs of existing rental housing stock and evaluate quality

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
<p>4.1.1.1. Survey NDG community workers to develop qualitative and quantitative data on needs most often reported to them with respect to housing.</p>	NDG Housing Table	Spring 2019	Time of various community organization staff	<ul style="list-style-type: none"> ▶ Creation and administration of survey ▶ Number of responses ▶ Involvement of members of NDG Housing Table and other NDG community organizations 	<ul style="list-style-type: none"> ▶ Evidence-base recommendations for improving the quality of existing rental housing based on the statistical, qualitative and quantitative reports on state of housing stock in NDG, to be presented to the municipal, provincial and federal levels of government ▶ Better informed residents of NDG (in particular tenants in 4 priority sectors) on services and tenants' rights ▶ Stronger network of involved residents, who join Logis Action and other local anti-poverty groups and help disseminate information in the community.

4.1.1.2. Compile existing information on housing needs in NDG.	NDG Housing Table	Spring 2019	Time of various community organization staff	<ul style="list-style-type: none"> ▶ Creation and administration of survey ▶ Number of responses ▶ Involvement of members of NDG Housing Table and other NDG community organizations. 	<ul style="list-style-type: none"> ▶ Evidence-base recommendations for improving the quality of existing rental housing based on the statistical, qualitative and quantitative reports on state of housing stock in NDG, to be considered by the municipal, provincial and federal levels of government ▶ Better informed residents of NDG (in particular tenants in 4 priority sectors) on services and tenants' rights ▶ Stronger network of involved residents, who join Logis Action and other local anti-poverty groups and help disseminate information in the community.
4.1.1.3. Create a statistical portrait documenting state of rental housing in NDG.			Borough statistics, including data from new housing inspectors, statistics from tenants' committees.	Statistical portrait developed by May 2019.	
4.1.1.4. Door-to-Door Campaign building on the recent success of the door-to-door campaign in the Walkley sector, reaching other residents of NDG (in particular tenants in 4 priority sectors) to collect data on quality and maintenance needs of rental housing AND to provide information on services and tenants rights.			Staff hours (for both door-knocking and project coordination)	<ul style="list-style-type: none"> ▶ number of residents reached by campaign ▶ number of residents who become involved in community (Housing Table, Logis Action) 	

Strategy 4.1.2: Improve the capacity of private, public and non-profit building owners to maintain their properties

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
4.1.2.1. Host a forum to consult NDG housing cooperatives, OBNL and other relevant actors in order to learn about major challenges pertinent to non-profit housing management.	NDG Housing Table	Nov. 2019	Space for forum, salary for staff	Number of NDG cooperatives and OBNL at forum.	Report on challenges faced by non-profit and cooperative housing managers in NDG with respect to maintaining their properties.
4.1.2.2. Create needs assessment of Housing OBNL and Coops in NDG.			Output from consultation, staff hours	Document produced assessing needs of Housing OBNL & Coops in NDG.	This data may be used to develop programming to respond to the particular needs of managers, for example, workshops on board development or financial literacy tailored to the reality of property management.

Strategy 4.1.3: Maintain and expand information referral and support services for tenants

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
4.1.3.1. Create sustainability plan for Logis Action.	Logis Action NDG	Spring 2019	Support of members of the NDG Housing Table.	<ul style="list-style-type: none"> ▶ SWOT Analysis ▶ Strategies to support Logis Action identified ▶ Possible sources of funding identified ▶ Involvement of partners ▶ commitments of support from elected officials 	<ul style="list-style-type: none"> ▶ Logis Action has capacity to respond to the information & referral demands from NDG tenants ▶ Realisation of a plan to ensure the long-term sustainability of Logis Action NDG with commitments from partners to support Logis Action.
4.1.3.2. Mobilize the community to support Logis Action (Funding, board members).	NDG Housing Table	Ongoing	Staff hours	<ul style="list-style-type: none"> ▶ Residents involved with Logis Action, such as joining, promoting and financially supporting Logis Action ▶ recruitment of community members onto board of Logis Action. 	Long-term sustainability of Logis Action assured through a participatory community-led process, stronger links between Logis Action and community partners.

Objective 4.2: Increase the number of new social and affordable housing units in NDG ensuring connections to strong public infrastructure (e.g., schools, services and public transportation)

Strategy 4.2.1: Evaluate needs of the population in NDG for social and affordable housing

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
4.2.1.1. Create up-to-date portrait of housing needs in NDG using data from a variety of sources and taking into account specific needs of certain populations (seniors, youth etc.).	NDG Housing Table	Spring 2019	Staff hours, potential resource person (student, intern), existing studies, data from partners (OMHM)	Portrait of social and affordable housing needs in NDG completed.	Housing Table is better informed as to needs of population with respect to housing and better positioned to advocate for more housing resources on our territory

Strategy 4.2.2: Identify resources available for the creation of new social and affordable housing units, including opportunities for land and project development and funding

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
4.2.2.1. Conduct Land study in NDG	NDG Housing Table	Spring 2019	Staff hours, potential resource person (student, intern), existing studies, data from partners (OMHM).	Study completed by May 2019.	Possible sites identified for construction of social housing projects.
4.2.2.2. Explore possibility of developing McKay site.		Nov. 2018		More information as to the long-term availability of this land for development.	The Housing Table will be in a position to develop an action around obtaining social and affordable housing on McKay site.
4.2.2.3. Local Economy Coalition to share information and resources and harmonize our actions, particularly on study of available community space. Explore potential joint projects to develop mixed residential housing and community space.		Feb. 2019	Staff hours of coordinators from various tables, Meetings of respective tables.	<ul style="list-style-type: none"> ▶ Meetings between coordinators ▶ Coordinators attend each other's table meetings, ▶ Shared objectives and opportunities for partnership between tables identified. 	More synergy created between tables and knowledge and influence leveraged for greater success in accomplishing objectives.
4.2.2.4. Research available and emerging funding and programs for new social and affordable housing units, e.g., Federal Housing Strategy and Loi sur la Métropole.	NDGCC	Nov. 2018	Staff hours, potential resource person (student, intern), output from Funding Realities project.	<ul style="list-style-type: none"> ▶ New sources of funding identified ▶ Portrait compiled of available funding. 	Portrait of available funding leads to opportunities to realize projects on the ground.

Strategy 4.2.3: Advocate for the creation of new social and affordable housing units in NDG

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
4.2.3.1. Meet with elected officials at all levels of government to explore possibility of obtaining their support in developing new social and affordable housing units in our neighbourhood.	NDG Housing Table	Ongoing	Staff hours	<ul style="list-style-type: none"> ▶ Meetings held with elected officials ▶ Participation of community partners in meetings ▶ Follow-up from elected officials. 	<ul style="list-style-type: none"> ▶ Concrete support from elected officials in way of helping access funds and information ▶ Prepare for opportunities presented by 2018 Provincial election.
4.2.3.2. Conduct a study evaluating impact of social inclusion policy in the borough and other neighbourhoods on development of social and affordable housing.	NDGCC	Spring 2019	Staff hours, potential resource person (student, intern).	Completed report on impact of social inclusion policy.	Report used to inform further advocacy around enforcing strict social inclusion policies on developers, leading to more social housing in our neighbourhood.
4.2.3.3. Mobilize community members to advocate for stricter social inclusion policies in our borough.	NDG Housing Table, Partners in CDN	2020-2021	Staff hours, Report on impact of social inclusion policy.	Commitments obtained from borough to enforce social inclusion policy more strictly.	Commitments from borough administration to enforce social inclusion policy, in particular going into 2021 municipal election.
4.2.3.4. Advocate for more Programme Supplément au loyer (PSL) units on our territory.	NDG Housing Table	Ongoing	Staff hours, Data on need for social housing in NDG.	Meetings with decision makers to represent the need for additional Programme Supplément au loyer (PSL) units on our territory.	More NDG residents have access to subsidized housing through PSL

GOAL # 5: INCREASE ACCESS TO AND IMPROVE DIVERSITY AND QUALITY OF PUBLIC AND COMMUNITY SERVICES

Objective 5.1: Prioritize efforts in the following areas: affordability and quality of public transportation, local food security initiatives, library opening hours, youth services for 18-25 year olds, daycamps, drop-in medical clinics

Strategy 5.1.1: Learn more about the current strategic priorities of the local libraries

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.1.1. Contact the director of libraries in NDG to open discussion about possible increase to hours for libraries in NDG.	NDGCC, Arts & Culture Table	Fall 2018	Staff hours	Ongoing communication with the director	<ul style="list-style-type: none"> ▶ Extended library hours on at least one evening per week to cater to students and working adults who need evening hours ▶ Extended hours in the morning for families with small children and seniors ▶ Library hours for NDG that compare to what is offered in other boroughs.

Strategy 5.1.2: Develop a portrait of library hours and user satisfaction in NDG

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.2.1. Communicate with teachers and users to evaluate their level of satisfaction with library hours and services.	NDGCC, Arts & Culture Table.	2018-2019	Staff hours	<ul style="list-style-type: none"> ▶ Increased hours since the last strategic plan ▶ User satisfaction 	<ul style="list-style-type: none"> ▶ Extended library hours on at least one evening per week to cater to students and working adults who need evening hours ▶ Extended hours in the morning for families with small children and seniors ▶ Library hours for NDG that compare to what is offered in other boroughs.

Strategy 5.1.3: Involve residents, partners and user committees in improving quality and access to libraries in NDG

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.3.1. Action group exploratory meeting to identify key stakeholders and delegate outreach. □ Identify and reach out to key library activists in NDG.	NDG Arts & Culture Table	Sept. to Nov. 2018	Staff hours	New people added to Arts & Culture Table that represent libraries/cultural centres.	Strong network of library users and stakeholders who are ready to mobilize to ensure quality and access to local libraries.

Strategy 5.1.4: Collaborate with elected officials in order to exchange information and solicit their support in improving access to and capacity of local daycamps

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.4.1. Meet with the two local district councillors for NDG.	Committee from task force group	Meeting took place May 30, 2018	Time of committee members	The councillors will get a report on the current status of day camps from borough staff and report back.	The information needed in order to build a clear strategy for improvement is obtained.
5.1.4.2. Meet with the staff of Federal MP re: funding for summer students through the Canada Summer Jobs program.	NDGCC	Fall 2018	Staff hours	Commitment from MP and staff to assist organizations trying to access grants in order to increase number of positions and hours.	<ul style="list-style-type: none"> ▶ Increased funding through Canada Summer Jobs Program for summer students ▶ More positions and higher wages in summer camps.

Strategy 5.1.5: Secure a project coordinator to mobilize community stakeholders for better access to and capacity of daycamps

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.5.1. Apply to local CEGEPs and Universities in time for Fall 2018 (Community, Recreation and Leadership Training, Social Work, Community & Public Affairs, etc.).	To be determined	2018-2019	Supervisor for an intern Project Coordinator	Response rate from students for the position, number of candidates retained.	A project coordinator is accepted for the mobilization project.

Strategy 5.1.6: Assess the realities and needs of daycamps and families with regards to mental health challenges, special needs and/or disabilities as part of the mobilization project

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.6.1. Create favorable conditions with stakeholders to ensure the projects takes root through consulting with families and daycamps in order to survey their experience and get input	To be determined	Fall 2018	Intern & supervisor, time from the camp coordinators and families	<ul style="list-style-type: none"> ▶ Integration of the needs of families who have a child with mental health challenges, special needs and/or disabilities into the overall day camps project ▶ Inclusion of needs of daycamps in the project 	<ul style="list-style-type: none"> ▶ Extra staff hired in order to ensure the care and access for kids with mental health challenges, special needs and/or disabilities ▶ Pilot project to include children with mental health challenges, special needs and disabilities in existing daycamps in NDG
5.1.6.2. Explore possible new funding opportunities through federal and provincial levels of government			New provincial government funding to facilitate access to camps for kids with special needs and disabilities, staff of CIUSSS-CODIM, EMSB Hampstead School		
5.1.6.2. Write grants/requests for funding for a pilot project in an NDG daycamp					

Strategy 5.1.7: Build connections with community leaders, including those who work with families who have limited or no access to day camps

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.7.1. Consult with the coordinators of local daycamps and with organizations serving families for a portrait of the barriers that exist to access for families as well as the challenges faced by daycamps in delivering quality services	To be determined	Fall 2018	Intern, time from relevant partners and families	<ul style="list-style-type: none"> ▶ List of family spokespeople on the issue of access from various social classes and immigration status ▶ Number of families on the list ▶ Diversity of families represented on the list ▶ Representation from families who live in the priority sectors (Benny, Westhaven, Walkley, St-Raymond's) on this list. <ul style="list-style-type: none"> ▶ Daycamps and families able to communicate and understand one another's need. 	<ul style="list-style-type: none"> ▶ Increased capacity to mobilize and lobby on behalf of and with lower-income and immigrant families ▶ Testimonials (e.g. videos) from families who have been affected by this issue ▶ Statistical portrait of the extent of the barriers and opportunities to increase access.
5.1.7.2. Obtain quantitative and/or qualitative information on how many families are turned away either due to a lack of funds on the family's part or a lack of staffing on the part of the day camps.					

Strategy 5.1.8: Form an action group with parents

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.8.1. Develop a strong communications plan and strategy to further motivate elected officials that takes into consideration the fundamental values for city-run day camps.	To be determined	Winter 2019	Intern, time from relevant partners and families	<ul style="list-style-type: none"> ▶ Diversity and range of needs represented in the action group (immigrant families, families of children with special needs, families with low incomes, families with children with disabilities, families with children with mental health needs <ul style="list-style-type: none"> ▶ Lobbying action plan ready for April Borough Council meeting. 	<ul style="list-style-type: none"> ▶ Increased capacity to mobilize and lobby on behalf of and with lower-income and immigrant families ▶ Testimonials (e.g. videos) from families who have been affected by this issue ▶ Statistical portrait of the extent of the barriers and opportunities to increase access.

Strategy 5.1.9: Explore ways to harmonize the action plan on daycamps with the borough social development plan

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.9.1. Meet with Borough Social Development Division	To be determined	Winter 2019	Intern, time from relevant partners and families	Recommendations ready for April Borough Council meeting.	<ul style="list-style-type: none"> ▶ Increased capacity to mobilize and lobby on behalf of and with lower-income and immigrant families ▶ Testimonials (e.g. videos) from families who have been affected by this issue ▶ Statistical portrait of the extent of the barriers and opportunities to increase access.

Strategy 5.1.10: Increase the visibility of day camps for lower-income families and newly arrived families

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes
5.1.10.1. All daycamps in NDG develop a common communications strategy to reach lower-income and newly arrived families through strategic partnerships	To be determined	Jan. - May, 2019	Time invested by coordinators, discretionary budgets of elected officials to cover printing & promotion, parents' committees in schools, staff of Bienvenue à NDG, CIUSSS-CODIM Community Organizers, merchants in priority neighbourhoods, The Depot, tables de concertation, PEP, NDGCC mobilizing agents	More interest from lower-income and newly arrived families.	Increased percentage of families registering for daycamps are lower income or newly arrived families.

Objective 5.2: Increase civic engagement, mobilization and learning opportunities for residents to better equip them to advocate for increased and improved local services

Actions	Responsible	Timeline of the Action	Resources	Indicators of Interim Progress	Final Anticipated Outcomes