

Table of Contents - December, 2006

1- Introduction to the Spence Neighbourhood	p.1
– History of the Community (taken from previous plans)	
– Statistical Changes over Time	
- Families, - Ages, - Ethnicity, – Income, – Crime, – Housing,	
– Past planning in the Community	
– The 2006 Community Planning Process	
2 - Participation and Communication	p.9
3- Safety, through community connecting and empowerment	p.16
4 - Housing	p.28
5 - Image and Environment	p.39
6 - Community Economic Development (CED)	p.50
7 - Recreation and Wellness	p.60
g) Notes on Health and Wellness	p.69
Appendix A: Spence Green Plan 2005	
Appendix B: West Central Health Strategies review (excerpts)	
Appendix C : Tools for evaluation – to be added at a later date	

Spence Neighbourhood Community Plan 2006-2011

1 – Introduction to the Spence Neighbourhood

The geographic area of this project is the Spence Neighbourhood as SNA defines to be from Balmoral to Agnes Streets and Portage to Notre Dame Avenues. This is a 25 block area with a higher than average youth (0-9yrs) population. Housing in the area is made up of single family houses which are more than half rental and turn of the century apartments, often in need of major upgrades. There are more rooming houses in Spence than in any other area of Winnipeg. This together with the close proximity to the Health Sciences Center means there are many people in the community struggling with mental health and other disabling issues. Families living in this neighbourhood often have a higher than average number of children, have a lower income and are more likely to be single parent families in comparison to other areas of Winnipeg. The Spence community is diverse in ethnicity, age and family size. While statistically, the one overriding commonality is poverty, people in Spence do not often think of themselves as poor – just struggling to make ends meet.

The Spence Neighbourhood is a community that has experienced several years of decline, but has begun a positive process of revitalization led by committed neighbourhood resident volunteers. Residents have led the development of community initiatives through housing and clean-up initiatives, planning sessions, committees, implementation responsibilities, and successful inclusive projects.

2 – Statistical Information about the Spence Community

Clarification of Territory and Statistical Indicators

Normally data available is only for Spence “proper”. This is Spence as defined by the City of Winnipeg – the Spence Neighbourhood Association defines its boundaries 3.5 streets further west into Daniel Mac and St Matthews. This addition is more than one third of the total territory covered by SNA. Generally in this discussion the statistics for Spence are used as a guideline for describing the whole territory, with the understanding that there are some differences moving further west. Whenever possible these differences are discussed in the text.

All of the West Central Community: Daniel Mac, St Matthews, Spence and Central Park, have seen a reduction in numbers of residents over the last few decades. Population of Spence proper at 3750 is below the average of other inner city communities– however the area is also smaller. The population density in the .48km² of Spence; at 7,748 per Km², is still the highest of all the inner city communities, with the exception of Central Park. The city average per neighbourhood is 3,363 (2001). The population of Spence has been in decline since the early 70’s, but the drop off has increased since 1986 when there were over 5000 residents. The city average population per neighbourhood has risen slowly during that time. The Spence area that SNA works in, includes an additional 2000 - 3000 residents west of Spence proper. Daniel Mac, at 7,587 per Km² and St Matthews, at 6907 per Km² which are the neighbourhoods partly included in the SNA boundaries are at similar densities when compared to the much lower densities of the North End communities such as William Whyte at 4,948 per Km² or Lord Selkirk Park at 2,504 per Km². All of which are above the city average of 1,304 per Km². This high density, while in decline, points to the reason behind the Spence community’s need to recreation facilities and increased green space.

Housing data: Spence vs. City of Winnipeg

In 2000 - Effective age of dwellings – 1906

In 1998 – Demolitions – 3 (City average – 2)

Placards – closings – 11/8.5

Rooming Houses (on record) 111/3.71 city average

Building permits (Spence/city average) 58/34 – 2001, 56/36 – 2003, 35/22 - 2005

Median selling price in 1999 – 16,000/86,924

Average value of dwelling - \$44,654 (2001)

Demolition permits – 1999 – 20, 2000 – 21, 2001- 3, 2002- 3, 2004 – 5 (city average is less than 1)

Owned vs rental dwellings – 2001 – 18.5%, 1996 – 19.4%, 1991- 18.5% - city – 63.6%

% of tenant households paying more than 30% of income on shelter – 47.6% (2001)

% of owning households paying more than 30% of income on shelter – 14.8% (2001)

% of dwellings I need of major repair – 10.6% (2001)

Total number of dwellings – 1,640 – 355 (21.6%) houses, 1,120 (68.3%) apartment buildings, 165 (10.1%) Other (Apartment, Detached Duplex)

Housing Statistics to Note

Almost 50% of renters were paying more than 30% of their income for rent in 2001. The general feeling in the community is that this number has increased since then.

There has been little change in the percentage of rental vs. owned accommodation over the last 15 years. There has been just over 80% of all dwellings reported as rental with little flux. However an analysis of houses only shows a slight trend towards houses being owner occupied. In 2000, 67.8% of “residential dwellings” – or houses – were rental. In 2005 the number was 64.9%. This means that approximately 50 houses moved from rental to owner occupied. While in a larger community this may not seem like a large amount, it is a significant enough change that people in the Spence area are noticing the movement.

In 1999 Spence had the lowest median selling price in the city – at \$16,000. The median for the city was \$86,924. Between 1989 and 1997 the sale price in a slightly larger area – going west to Alverstone St. saw a drop in average residential selling price of almost 32%, from \$44,000 to a low of \$28,000. Spence as the eastern third of this area, fared even worse, but saw similar declines. (WDA- City of Wpg., Feb1998) This trend downwards has begun to climb steadily upwards again. In 2004 the median selling price of residential dwellings in Spence was \$36,750 while the city average was \$123,400. (City of Wpg, 2006) In 2001, the average value of dwellings in Spence was cited as \$44,654, showing that the homes had at least regained the value they had in the late 80’s.

Rooming Houses - compared to other inner city communities –

In 1999 Spence had the highest number of rooming houses on record; 111. West Broadway, at 93 and William Whyte, at 88 were the next closest; both with higher overall populations.

Employment, Income and the Business Community

Average Household income: \$17,674 in 1996, \$27,308 in 2001, City \$66,918 (2001)

Average employment income: \$15,116 (2001), City \$29,145 (2001)

Families below Low Income Cut Off: still 62.8% (2001), aboriginal families 92.7% (1996)

Individuals below LICO: 25.5% (1996), 53% (2001).

Participation rate: 57% (2001) – has been at this rate since 1991, City 68% (2001)

Unemployment rate: 25.3% (2001)

Major source of income employment: 65.3% (1991), 48.4% (1996),
63.4% (2001)

Major source of income Government transfer: 29.7% (1991), 47.9% (1996), 32.6 (2001)

Economic Characteristics to Note

Generally the residents of Spence are poor. Most make less than 20,000 a year, while many make less than 10,000. While the average household income rose from \$17,674 in 1996 to \$27,308 in 2001, with the average employment income in 2001 at \$15,116. The city of Winnipeg average household income in 2001 was \$66,918 and the average individual income was \$29,145. In Spence, despite the increases in income, there were still 62.8% of families below LICO (Low Income Cut-off) in 2001. (In 1996, 92.7% of aboriginal families were below LICO. This statistic was not available in 2001.) The numbers are slightly different when the individual rate is considered. The % of those living below the LICO rate in 1996 was 25.5% and in 2001 was 53%.

The participation rate (number of people 15+ yrs. old participating in the work force) is similar to many Winnipeg inner-city communities at 57% (2001) and has been at that rate for over 10 years. Daniel Mac and St Matthews have a slightly higher participation rate at 60% and 64% respectively. The city average is 68%.The unemployment rate in Spence has not changed dramatically from 25% in 1991 and 30% in 1996, to 25.3% in 2001.

In 1991 29.7 % of families received their major source of income from government transfer. In 1996 this rose to 47.9% and reduced slightly in 2001 to 32.6%. During this time the City of Winnipeg average also rose and fell from 11.7% to 22.3% to 12.1%.

Unique CED traits of Spence in comparison to other Inner-city communities

Although statistical data only shows the statistics of residents there is a close connection between the Spence residents and the Spence businesses. Many Spence businesses are small local enterprises run by residents, ex-residents or originally started by residents. There are a large number of ethnic restaurants that draw people from across the city and an

equal number of small grocery stores, hairdressers, laundromats, pizza places and doctor's offices, which serve the residents. This is an element which is not found to the same extent in any other inner-city Winnipeg community.

Education

Less than grade 9 - 27% (1991), 21.2% (1996), 16.9% (2001) – City 7.8% (2001)

Gr. 9-12 w/o a certificate – 30.5%(1991), 21.2% (1996),

Total with Less than grade 12 cert. – 41.7% (2001) – City 28.2% (2001)

High School Diploma – 10% (1991), 8.6% (1996), 13.4% (2001) – City 11.7% (2001)

Trades or other certificate or University degree – 26.7% (2001) – City 29.4% (2001)

Education Characteristics to Note

Education is seen as a method to gain higher income. Compared to other inner city communities Spence is similar. The greatest difference between the inner city and the rest of the City of Winnipeg is the much larger percentage of the population that does not have a high school diploma. In Spence, there are more than double the percentage of people who have not completed grade 9 (9% more) and more than 12% more who have not completed grade 12 than in the city as a whole.

Family Structure

There are slightly more males (51%) than females (49%)

Lone parent families as a % of all Spence families: 1996 – 41%, 2001 – 55%,

City of Winnipeg – 1996 – 17%, 2001 – 29%

Lone parent families are dominantly female (260 in 2001) but male family heads are also significant in number (50 in 2001).

These numbers are similar to the City wide percentages.

Ethnicity

Aboriginal Origin – 1991 - 17%, 1996 – 27%, 2001 – 30%

Aboriginal Identity – 2001 -32%, City of Winnipeg 2001- 9%

Immigrant Population – 1996 – 36%, 2001- 35%, City of Winnipeg 2001- 17%

Top 5 Countries of Origin in Order for 2001- Philippines, Vietnam, Portugal, Guyana,

Additional Current Issues regarding Ethnicity

The aboriginal community still stresses that many people of aboriginal origin will not self identify and that there are many aboriginal people who do not participate in the census. The result of these factors would mean that the 32% of people with Aboriginal identity recorded may be much higher.

The statistics we have at the time of writing only record up until 2001. They do not reflect a more recent influx of people from war effected African countries such as Sudan and Eritrea and from Afghanistan. As these populations are very visible, people in the community have noticed that there is a large increase in numbers and are constantly commenting on the increasing diversity of our community. However, we have no statistics to back up the actual percentages of people from these ethnic backgrounds that are living in Spence.

Crime/Safety

Crimes total – 1182 (1999) – City average 240 (1999), 1261 (2003), City average 280 (2003)

Crimes against persons – 288 (2003), city average 32 (2003)

Crimes against property – 1078 (2001), 973 (2003) - City average 248 (2003)

Violent crimes – 413 (2001)

Crime Characteristics to Note

Spence continues to be an area that is exceptionally high in crime. Some headway seems to have been made in reducing crimes against property. There is always discussion on the difference between reported crime and actual crime in a marginalized community like Spence. It is difficult to measure changes only by reported crimes. The measurement that has been used in the 2006 survey on Community Safety by Dr Steven Khom is focused on perceived safety. (reference /appendix)

3 – Past planning in the Community

There has been a series of community plans created in the Spence community in recent years. “The Spence Neighbourhood Revitalization Strategy (1998) led the way for some important community economic development improvements that have stimulated resident involvement and hope.” (Spence, 2002) The Spence Neighbourhood Plan (2002) took this the next step, setting goals in safety, environment, connecting and recreation, parenting and childcare, employment and business development. A separate Spence Housing Plan (2001) was created the year earlier and also encompasses many of these issues from a housing point of view. Five years later many of the goals in these plans have been achieved while some of the goals never got off the ground, or struggled to meet the objectives. This new planning process is an opportunity to look at the changes that have happened in the community, to re-evaluate past goals and to look again to the possibilities held in the future.

During the last 8 years planning has been a well used method of introducing action and change in our community. Less than one year ago, the SNA Neighbourhood Image committee – presented a 5 year Spence Green Plan to the City Council. (Appendix b) The process introduced in the creation of the 2006 plan, is meant to be a living process. Once a basic plan is in place, the plan will be revisited annually with the community and the goals for each year expanded into a practical work plan.

4- The 2006 Community Planning Process

The first step was a review done by SNA standing committees. Beginning in the winter of 2006 SNA committees reviewed sections of the past community plans. They noted what had been accomplished and what still needed work. Next they set priorities and discussed strategies for the next 5 years. In the Spring of 2006, each committee came forward with a set of priorities and strategies. These were presented to the SNA board.

The second step was to identify groups in the community that do not often have input into planning process. The groups identified were:

- Aboriginal residents
- Asian Community
- New Immigrant Community
- Small Business Owners
- Elderly
- Youth
- Parents with small children
- Single parents
- Rooming House residents'
- Landlords

People from the community were hired to run focus groups with residents from the identified groups. A set of 18 focus groups were set up. In some cases, particularly with the Asian and the New Immigrant communities, it was not possible to get enough people to a focus group to gather input. In the case of the New Immigrant community a survey was developed and a member of the Immigrant community hired to deliver the survey. Through this method 27 surveys were completed.

The third step was a larger general meeting of the community. Input from the focus groups and the standing committees were compiled and each was presented as a set of priorities. The community members at the meeting were presented with these 2 sets of priorities and invited to add to them. The categories used were, safety, housing, image and greening and community economic development (CED). All the new ideas were added to the old ones on the wall. Each participant was asked to mark the most important items and the ones that needed to be started immediately.

From these 3 sources of information a draft plan was created. The draft plan was then taken to partner organizations in the community to be added to or commented on between September and December, 2006. These organizations included:

- West End Cultural Centre
- Klinik – community services arm
- West End Biz

- West Central Women's Resource Centre
- Saint Matthew's Maryland Community Ministry
- Healthy Living Program
- House of Opportunities (HOO)
- WiiChiiWakanak Learning Commons
- University of Winnipeg (President's Office)
- St Matthews Anglican Church (Housing)
- Organizations within the Spence Housing Stake holder's group: Lazarus Housing, Housing Opportunities Partnership(HOP), Winnipeg Housing Rehabilitation Corporation (WHRC), and Lion's of Winnipeg.

To a lesser extent – the John Howard Society, the Lutheran Mission, Art from the Heart, Friends of Sherbrook Pool and Pregnancy and Family Support Services were asked about their role in the next five years.

There are some organizations that were consulted in the first planning process and were missed in this current plan due to time constraints. They included John M. King Elementary School, Gordon Bell High School, and local daycares. It is hoped that they will be included in updates of the plan.

A final draft was created in October of 2006 and presented to the SNA board of directors.

A final version of the plan was presented at the SNA Annual General Meeting in January, 2007.

References:

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Spence neighbourhood – Neighbourhood Revitalization Strategy, Winnipeg Development Agreement, City of Winnipeg, Community Services Department, February,1998.

Community Profile: West Central Winnipeg, Informaiton source Winnipeg Social Planning Council of Canada, Statistics Canada, 2001 Census , prepared by Erika Wiebe, community worker, Wpg. CFS. – May 2004 ????

Neighbourhoods Alive! Final Report – Institute of Urban Studies, May 2005

Winnipeg Neighbourhood Statistics, City of Winnipeg, Community Services Report – September 2006

Participation and Communication

Introduction

The result of high mobility within our community is the breaking of social relationships between neighbours. This is significant, because one of the greatest tools that a community has to fight against crime, economic stress and sickness, is what the books call “social capital”. Social capital is the glue built from familiarity and leading to trust, which means that relationships between community members allow them to live better lives together. It is the sense of belonging to a group that will watch out for you, back you up, or help you out. It is called “capital” because it has real monetary value. Studies have also shown that it has a significant effect on things money can’t buy, such as health and wellness.

It is easier to build social capital among groups of people that already have things in common, such as 10 year olds on a basketball team or mothers of preschoolers. Clear social capital in our community is exhibited in cultural groups, Portuguese, Vietnamese, Philipino, Chinese, Aboriginal, Somalian, and even more so in extended families. For longer term residents, social capital develops across cultural or age lines within apartment blocks in the community or among houses within a half block radius. There are a few community members within these cultural groups that have an exceptional gift of moving across cultures. These residents act as ambassadors for their cultural groups and are able to build a special type of social capital that benefits both their own culture and the community as a whole. It is this type of social capital which bridges across communities with apparent differences, age, culture, race and income which Spence, as a community, needs to build. The first step to building trust is to create understanding of differences through sharing and to discover things different groups have in common.

Throughout the consultation process a key community goal was to encourage a wider range of community members to participate in activities in the community. Ideas included enabling people to get to places where they can participate, ensuring that community initiatives meet people where they were at, and initiatives to ensure more people knew what was happening in the community.

Participation and Communication Matrix

1 - Maintain and create supports for the community which increase their ability to participate	2- Increased community inclusiveness	3 – Communicate available programs, opportunities and resources better. Find ways to bring people together
a) Supports and environment that allow people to move about the community with ease	a) Support health and outdoor activities with a family focus so the whole family is welcome	a) Increase communication of programs and events to residents
b) Provide food so that lack of food does not prevent participation	b) Create activities that reach and attract many different cultures.	b) Break down isolation through personal contact and invitation.
c) Allow for participation when people are available and flexibility in attendance.	c) Find ways to increase youth involvement in community based initiatives	
d) Provide activities which require little or no money.		

1 – Maintain and create supports for the community which increase their ability to participate						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and time lines
1a) Supports and environment that allow people to move about the community with ease –	By the end of 5 years have all community places accessible.	SMD, St Matthew's WCWRC	Wheelchair accessibility - to all recreational facilities and events.	- survey community for number of places that do not have wheel chair access - look for areas where sidewalks are not accessible.	All community based and positive places in the community are accessible	Start 2007 Improve one location a year
	Provide seniors transportation to big community events Access to kids transportation	City of Winnipeg Healthy Living Program	A van for MERC/SNA allowing for use by all age groups	- Gather a team of people who are interested and create a strategy accessing a van through donation or fundraising.	A higher number of seniors attend community events Kids can get to events outside the community or as a team	Start – 2008 Completion – 2009 plus ongoing maintenance costs.
1b) Provide food so that lack of food does not prevent participation	More children and families access programming and assist in community building	Healthy Living Program SNA/Building Belonging MB Food Charter Wpg. Harvest MERC Klinik St Matthews PFS	Provide food at events particularly for children.	- train local people in food handling and nutrition - map food resources in the community - work with local orgs and businesses to access healthy food for programming on an ongoing basis	People in the community when surveyed are a Aware of the availability of healthy food. - programs surveyed are increasingly providing access to healthy food.	Starting now and working with all local groups – ongoing
1c) Allow for participation when people are available and flexibility in attendance.	Due to greater flexibility more people participate for the first time More people start and	Healthy Living Program City of Winnipeg – Sherbrook Pool, MERC and general rec	In program structure, create flexible ways to participate	- Learn from each other what type of programming format has worked best - try implementing flexible	To ensure that all residents of Spence can participate in community	Annual assessment of rates of participation in programs

	finish programming that lasts 6-10 weeks	programming SNA HOO Art from the Heart		programming structure where it was not available before.	programming	
	Women can get help and rest when they need it and can participate regularly in programming	Pregnancy and Family Services WCWRC Klinic Healthy Living Program Springs Inner City	Expand respite and emergency care for children in the community	Ensure that childcare is available at SNA events and programming meetings	To ensure that women can balance both family life and community involvement	Annual assessments and surveys of women involved in community
1d) Provide activities which require little or no money.	Lower income residents can take part in community life	SNA Healthy Living Program St Matthews West End Cultural Centre WCWRC PFS Wii Chiwaakanak Learning Centre	Free or almost free activities – creating commitment in other ways	Design programs which have little costs-provide funds to cover programs where costs are involved	To ensure that costs are not a barrier to taking part in constructive activities	Ongoing evaluations of how many residents are taking advantage of free programs
1e) Provide a wide range of athletic programs and activities	More people participate in sports and learn new skills	WASAC SNA/MERC Sherb. Pool	Access to sports equipment and clothing needed – for little or no money.	- Talk to places that are connected to sports about what is needed - solicit donations of used equipment or funds to purchase needed sports clothing	- kids and adults that have not been able to participate before have access	- Numbers of people participating in sport based activities increases - People report that the equipment helped.

2- Increased community inclusiveness

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
2a) Support health and	- double the number of	St. Matts,	-Get people out having	- Have weekly activity based	--Attendance at Wig	-List programs available

outdoor activities with a family focus so the whole family is welcome (see recreation plan)	programs and the attendance of existing programs focused on Parent (caregiver) and child activities -have min. 6 lg.events a year that involve the whole family	WCWC, Mamawii, UofW, Lyons, Sargent Family Center, John M King school, WiiChiWaakanak Centre Clinic Down Town parent child ...	fun together and moving	learning and social times like Wiggle Giggle and Munch -Have quarterly events that get people outside and moving	Gig and Munch grows over time - programs are developed in local schools for preschoolers and parents	each year
2b) Create activities that reach and attract many different cultures.	Higher numbers of people attend events in winter	City of Wpg Community services – transit Public Works – sidewalks WCWRC - childcare	- Increase wheelchair accessibility and clear sidewalks in winter -Childcare is more readily available at events -Alternative transportation is available	- Ensure sidewalks are cleared around public buildings - childcare pool - Childcare standards and training	-people with accessibility difficulties feel they are able to attend events or programs even in winter. -parents feel comfortable bringing children to childcare	People report at annual survey -1 person in their circles has started participating who never did before
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and timeline
2c) Find ways to increase youth involvement in community based initiatives	-Have youth involved in decision making in community organizations	-WECC -MERC (schools) -Gordon Bell -General Wolfe -Hugh John McDonald (hangouts) - YMCA - Youth Socials - Internet sites	- Joint promotion of Spence community opportunities for Youth at places where they already are - Increase youth participation in program planning and community event planning	- Schools - Hangouts - Other community places - Internet and TV - Encourage families to bring older youth and have activities for them or specific tasks and rewards at community events - Youth Advisory committee	- Increase the number of youth participating in community events whether working or volunteering	- 3 youth regularly attend the youth committee – Summer 2007 -10 community events targets the hiring or volunteering of youth -15-20 youth are involved in events

				- recruit		
3 – Communicate what is happening and find ways to bring people together						
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and timeline
3a)Increase communication of programs and events to residents	Increase every year the number of activities people are aware of and the % of people that participate.	BIZ Schools Local stores and Dr /dentist offices Local drop ins Landlords	-Current Information is shared among community partners - create a database of Spence Community residents with info on what they are interested in – 2007 (Spring) - Apartment dwellers are given opportunity to know of events	-Support West Central networking meetings regularly -Spread the use of the West Central Connect network - 2006 ongoing - Gather contact info from SNA staff. -Develop questionnaire - Phone each person and ask about database info interests and opt in or out. - connect this to the Newsletter mail and e-mail lists - Create database. - Use data base annually to ask annual survey questions and to update information. – (Starting 07 Fall) -Continue to work on strategies which allow information to get to apartment dwellers – - info stations on the Street. - newsletters to schools , in	- Residents are informed about things they are interested in	-survey of 200 community members in which 50% can name 3 local programs and 30% have participated in at least one

				drop off points in the community.		
3b) Ensuring that organizations in Spence Neighbourhood are aware of each other's activities	Organizations each assist each other in advertising, partner more and services are strengthened	All organizations within the Spence Neighbourhood	Increased communication and partnering between organizations and businesses	- West Central splug (internet list) and west central community meetings (bi-monthly)	More people know about what is happening in the community	Ongoing evaluation of program through surveys; examining which organizations are attending neighbourhood events and activities
3c) Break down isolation through personal contact and invitation.	People have a greater wellbeing because they are participating in the community	SNA West Central Connect WCWRC St Matt	Create programs that allow people to meet neighbours when they first arrive	Find partners to work together on such program and find ways to make them sustainable	To ensure that more people are actively participating in community programs and events	Evaluate how many people are attending an SNA event for the first time and how often they attend events afterwards
	People have a greater wellbeing because they are participating in the community	SNA West Central Connect WCWRC St Matthew's	Provide resources to ensure people are contacted personally as often as possible.	- develop a more complete database of contacts in the community (SNA)	To ensure that more people are actively participating in community programs and events	- 2007
	People have a greater wellbeing because they are participating in the community	SNA West Central Connect WCWRC St Matthew's	Create and support places in the community which allow people to connect casually.	- Map all places in the community where people gather (green map) - Once identified build on the strengths of these locations and ensure they are not lost.	To ensure that more areas in Spence are being used for safe public interaction	- Map 2007

Safety through Community Connecting, Education and Empowerment

Short Introduction to the Existing Situation: Spence has been working on safety as a community concern for 7 years.

The problems in Safety on the surface are clear and easy to identify. The solutions are difficult to achieve over any long period of time. This is because – lack of safety, like anger is not a root cause – it is a symptom of other problems. There are 3 basic ways Spence has tried to solve this problem of having a community that does not feel safe.

- 1- Our first solution is to protect our property, our children, our friends by creating a barricade between the people and things we care about and the evil outside that preys on them. Parents often feel their only solution is to take their children to and from school and keep them inside where they can be seen at all other times. Each time a new barricade is created the thieves, vandals, bullies or predators still find a way to impact people. While this is an important survival strategy, the barricading continues until the only further solution is to leave. (these strategies will be marked B for barricade)
- 2- Our second solution is to take back the streets – Under this set of strategies we start community patrols, throw block parties so neighbours know each other, light up the night, shut down drug houses and find alternative activities for our children. This is a healthier strategy and may be more lasting than the first. But while it solves some of the problems for some of the people, the murders next door still happen and the children of our neighbours still sell their bodies for sex at an early age. The police are called in to deal with the effects of these problems through enforcement, but it seems they cannot even begin to control the problems. The problems of family violence, neglect, poverty and addiction are still rampant around us. No amount of “street strolling” will be able to prevent the Hells Angel’s or other lesser gang structures from preying on the weak, the poor and those in search of family. (These strategies will be marked TB for take back)
- 3- Our third solution is to strengthen individuals, families and community structure. This is a really difficult, long term task, but while we start off on the first two in order to survive, this is the only lasting solution to many of the safety problems. This is a task that the Aboriginal community is embarking on. It is also a task that many African communities from war torn countries are tackling. It is a task that all marginalized ethnic communities and economically disadvantaged communities must tackle in order to find solutions to the problems around safety. People in our community keep repeating that there must be bridges built between our diverse cultures before the community will be strengthened.(These strategies will be marked St for strengthening.)

Safety Matrix

1) Preventing kids and youth from joining gangs:	2) Community and family Education on safety issues	3) Crime Prevention through Environmental Design	4) Cut down on drug trafficking and prostitution activity	5) Traffic taming and separation	6) Communication and Networking to increase ability to make a safer community
a) Find ways to listen to what the children and youth have to say. (St)	a) Encourage involvement in the political system – to augment decision making power	a) follow –up on the safety audit annually (B, TB)	a) Drug trafficking in apartment buildings – (TB)	a) Teach kids traffic bike and board safety. (St)	a) Strengthen communication between SNA, other community groups and residents (TB, St)
b) Stop bullying of adults or kids (St, TB)	b) Teach respect and understanding between races and cultures (St)	b) Lighting – find ways to light up dark places (TB)	b) Attack the demand side of the sex trade (TB)	b) Protect kids from traffic on Ellice, Sargent and Balmoral (B)	b) Continue to build partnerships between service providers in the community. (TB)
c) Safe places for kids youth and adults (TB)	c) Teach youth respect through restorative justice – to stop vandalism and graffiti (TB, St)	c) Personal and home security initiatives (B)	c) Assist those involved in the sex trade to find better options/receive treatment.(St)	c) Separate bikes and pedestrians with bike lanes or paths (B)	c) Strategies to get eyes on the street or people out walking in the evening.(TB)
d) Real alternatives for kids in the sex trade or involved in dealing/running drugs (St)	d) Bridge understanding between generations particularly (parents and kids) (B, St)			d) Speed bumps in wide back lanes like Spence/Balmoral and McMicken St. – (TB,B)	d) Open communication with other similar communities on safety strategies (TB, St)
e) Help families to deal with root causes - (St)	e) Teach people to assist each other in making the community and home safer (TB, St)				

Safety through Community Connecting, Education and Empowerment

Goals: 1) preventing kids and youth from participating in negative activities including: gangs, drugs and prostitution

Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes (and timelines)	Measurements
a) Find ways to listen to the children and youth :	Stronger Youth committee? Forum where local 30 youth attend and give input on safety strategies 3-4 youth go on to attend conferences beyond Spence	Gordon Bell TEC Voc and Daniel Mac Hugh John General Wolfe Boys and Girls Club Coalition of Youth Serving Agencies	i) Youth forum to get priorities of youth from the youth	- Work with the Youth committee to strengthen numbers (This might be a partnership event across communities) - Find funds to hire someone to work only with older youth. - Set a date for forum and work towards implementation	2007 spring 2008 and 2010 spring 2009 and 2011 spring	Did it happen? Do youth feel their input makes a difference?
	Big Bunch program running out of MERC (30% local adults) Strengthens over time to include more local adults (60%)	Big Brothers-Big Sisters	ii) Mentoring programs – adults/youth with time to listen.-	Big Bunch set –up – Start with a group of adults that are looking for a way to make a difference and ask them to work with SNA.	2008 (summer) 2010 (summer)	Evaluations of programs users- how has having a mentor benefited their lives (Annual and ongoing surveys)
b) Stop bullying and “jacking” of kids and youth (St, TB)	Children who are risk of being bullied or bullies themselves	Local schools, mediation services, coalition	Training about what to watch for and encouragement to speak –	Start at MERC – Assist local schools	Now and ongoing ?	Ongoing evaluations of bullying in schools- focusing on those who

		of youth serving agencies	up Use of a restorative justice model	Talk to kids about how to stop kids preying on kids within an inner city context.		use these programs
c)safety on the street and in important places for children, youth and adults (TB)	Ensuring that streets, sidewalks and public places are safe for residents to use	John M. King School , Sister Mac School, Crossing Guards Parents Biz Patrol?	i) Walking school bus – to help kids get to and from school safely.	Find a liaison at the schools that will work with community to put plan in place – possibly the parent council Hire a local parent to coordinate the effort	Short term but dependant on school liaison position being filled.	Examine safety related incidents on streets and public places Evaluate how safe people feel on streets and in public places
c)safety on the street and in important places for children, youth and adults (TB)		ii) WiiChi-wakanak WECC Safeway Emergency first aid and 1 st response trainers U of W safe walk Biz patrol	ii) Safe emergency “shelters” in local businesses and institutions for both children and adults	ii) Contact organizations/businesses Organize training Consult participants as to how to advertise	Mid term	See above
c)safety on the street and in important places for children, youth and adults (TB)	iii) Kids/Youth in schools where officers are stationed feel safer in schools See police officers as potential friend instead on enemies	iii) Gordon Bell WPS Other community groups	iii) Police in Schools program (NB this program brings up complex feelings but most parents are in support)	Convince police service that this type of initiative pays off in the long run.	Long term	Evaluations of safety related incidents in and around school properties

d)Real alternatives for kids in the sex trade or involved in dealing/running drugs (St)	To ensure that those already involved in the sex and/or drug trades can exit safely and obtain proper employment	WCWRC Mamawichit CFS City ofWpg. West Central Community program Boys and girls Club MB Justice	Supportive Employment projects for kids that teach real skills and odd jobs for younger kids (see CED)	First Jobs for youth – build on experience and look for ways to expand	2008 and beyond	Ongoing evaluations of those who are in (and those who have exited) the programs, examining their current lifestyles
e) Help families to deal with root causes – (St)	To ensure that the children never get involved in gangs, drugs or prostitution	WCWRC North End Women’s Centres John Howard	Programs like Peace begins at Home – which support parents with kids that are in danger of gang involvement	Design preventative strategies Hire appropriate staff to carry out these programs	2008 and beyond	Ongoing evaluations of families who are actively involved in the program as well as those who have left the program
e) Help families to deal with root causes – (St)	Programs will produce more responsible fathers	Better fathering at Kateri Mission John Howard Society WiiChiiwakanak Learning Commons	Programs that teach youth/men without fathers how to be fathers – e.g. Better Fathering Run 2-3 programs a year starting in January 2007	Continue to work with other groups that deal with men who want to be better fathers – find ways to assist in this learning	Run 2-3 programs a year starting in January 2007	Annual surveys of programs and participants (parents and children)
e) Help families to deal with root causes – (St)	Strengthened Aboriginal cultures	WiiChiiwakanak Learning Commons Mamawi	Designing programs that strengthen Aboriginal culture	Work with local aboriginal groups to encourage the development of open programming- such as	2006 onward at least 4 events or teaching sessions a year	Annual surveys of programs and participants

		I-CAN		aboriginal languages, crafts, Pow-Wow's and history.		
e) Help families to deal with root causes – (St)	Newcomers will integrate into local culture	Gordon Bell High School IRCOM NEEDS center International Centre	Create Programs that assist newcomers and their families to assimilate and belong	Learn from Daniel Mac literacy initiative – Talk to newcomer families about the struggle of dealing in two cultures and two languages – and develop programs to assist.	2006-2007 exploration 2008 summer or fall initiate programming	Annual surveys of programs and participants
2) Community and family Education on safety issues and assistance to deal with root causes:						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes (+ timelines)	Measurements
a) Encourage involvement in political and other systems – to augment decision making power and input (St)	Increase the percentage of voters that turn out to vote by 10% over 5 years	Local politicians at all 3 levels	i) Find ways to bring election issues to the community level.	- Take the opportunity of elections to bring the political issues and politicians to the community	Now and ongoing	Understanding that polls are larger that Spence – this becomes a larger community effort
		SAID program WCWRC Public safety Branch Lighthouses (?)	ii) Increase reporting of community issues to enforcement agencies and advocacy work with these agencies on community issues		Now and ongoing	Number of Women and Men trained as peer advocates each year Perception in community changed – that when needed there are people to help (survey)

b) Teach respect between races and cultures – particularly between Aboriginal and New Comer cultures. (St)	Decrease the rates and tensions that exist between different cultures	International center Mamawi. I-CAN NEEDS center Menno Simons college	Encourage people to share their own culture through Community pot lucks and cultural celebrations - by writing stories in local papers and newsletters	Work with the leaders of the ethnic groups and clergy in ethnic churches	Now and ongoing	Surveys and focus groups of ethnic organizations
c) Teach youth respect through restorative justice to stop vandalism and graffiti (For this to work youth must start by belonging to something.) (TB,St)	Prevention of criminal activity before it starts and discouragement of further criminal activity	MERC staff Community services staff Coalition of Youth Serving Agencies WiiChiiWaakanak Schools	- Continue to implement restorative justice program at MERC – -Work with other local institutions where youth go to implement similar programs. - Together with justice representatives explore next steps	- bi-annual training on using ResJus systems at MERC	Now and ongoing 2008-09 2010	Examine rates of crime in Spence Neighbourhood; evaluate behaviour of those taking part in the program
d) Bridge understanding between generations (parents and kids) (B, St)	To prevent family problems caused by misunderstanding between parents and children	Schools, Welcome Place	Work with schools, counsellors, ethnic organizations, churches and clergy	Talk to parents at: - elementary schools - Welcome Place. about what they feel they don't understand Teach parents in a culturally sensitive way about pop culture and its effect on kids	Fewer family problems caused by differences between generations	Annual surveys of families

e) Teach people to assist each other in making the community and home safer - program (TB, St)	Ensuring that Spence is safer on the streets and in its homes	WCWRC St Matthew's	Offer training to residents who want to learn RESPECT Program	Conflict Management and non-violent crisis intervention	Increased safety in home and in neighbourhood	Annual surveys of home and community safety
3) Crime Prevention through Environmental Design						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes (and timelines)	Measurements
a) follow –up on the safety audit annually (B, TB)	To have a built environment that discourages criminal activity	Biz patrol Computer volunteers U of W Property owners	Keep audit posted on internet Adjust audit to make it more accessible – Allow people to send in updates by phone or e-mail	weekly - Update website annually- Request university volunteers to find ways to make safety audit more community friendly - work with volunteers to update database and draw conclusions.	Now and on-going Fall 2008 and onwards	follow –up on the safety audit annually (B, TB)
b) Lighting – find ways to light up dark places (TB)	Making Spence a safer community in which to walk at night	BIZ SNA	Identify the dark places on the street through a)neighbourhood safety audit b) Home safety audits.	- Take places identified as dark form safety audit and implement appropriate programs to add light - Continue to offer lighting grants through home safety audits.	2007-08 Now and ongoing	Annual surveys and audits of places where lighting has been installed

c) continue personal and home security initiatives (B)		Victim's Services WPS Local Media WCWRC Local landlords	i) Spence Home Safety	- Find funding to continue SHSP - teach women through RESPECT program to do safety audits of homes	Now and on going	
		Local landlords Local Businesses	ii) Fencing incentive programs	- Through safety audit and neighbourhood input identify areas where fencing is needed	2007-08	
			iii) Apartment security initiatives	- Work with local landlords to develop a program that would assist them in dealing with security breaches of their buildings faster.	2008-09	
4) Cut down on drug trafficking and prostitution activity						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes (and timelines)	Measurements
a) Decrease drug trafficking in apartment buildings – (TB)	Reduction of drug trafficking in neighbourhood	Local landlords RTB WCWRC MB Housing Wpg. Housing SAM management BIZ	Assist and train landlords and tenants to get rid of trafficking	- Train landlords on how to identify trafficking activity and effectively get rid of it - Talk to representatives of MB Housing and other subsidized units about how to work together on this issue. - meet with tenants of apartments to devise strategies to effectively	- 15 local landlords are trained (2007-08) - A strategy is formed for how to effectively report drug and gang activity in MB Housing blocks (2007-08) - 2008-09	- landlord feel they are able to deal with problems more effectively - MB housing tenants report feeling safer where they live -

				report and get action on trafficking in apartments.		
b) Attack the demand side of the sex trade (TB)	The reduction of prostitution through lack of “Johns”	BIZ Klinik	Design programs to reduce the demand side of prostitution-e.g. “John School”	- Examine provincial strategy for assisting communities in dealing with the sex trade at the Safety Committee	Mid-term (start soon)	Annual surveys of prostitution related incidents in neighbourhood
c) Assist those involved in the sex trade to find better options or receive addictions treatment.(St)	To create a means to allow an easier exit fir those already involved in the sex trade	WCWRC Klinik Sage House New Life Ministries	Programs to allow a means of escape for those in the sex trade by addressing its root causes-i.e. substance abuse	Work with partners to assist those in the sex trade	Long term Reduction of prostitution	Annual surveys of those involved in the sex trade
5) Traffic taming and Separation						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes (and timelines)	Measurements
a) Teach kids traffic safety. (St)	Reduction of accidents involving children on foot or bicycles	John M. King Winnipeg Police Service SNA U of W Safety	- Bike courses in the Spring at local schools - Increase access to safety equipment. - Create a city environment that reminds kids to stop look and listen.	Talk to university about a bike rodeo Work towards offering bike safety after school Work with Healthy Living to get helmets and skateboard pads. -Sidewalk Paint on corners near school crossings	2007 possibly ongoing 2008 2009	Annual surveys, evaluation of accident reports

b) Protect kids from traffic on Ellice, Sargent and Balmoral (B)	As above	BIZ	- Signage - law enforcement - barriers at key sites ?	Work with BIZ to ensure safety for young people	Now and long term Reduction of accidents involving children	Annual surveys, evaluation of accident reports
c) Separate bikes and pedestrians with bike paths or lanes (B)	To ensure that Spence is safe for both pedestrians and cyclists	BIZ U of W SNA	- Take the problem to city hall - Continue to work on Cumberland Corridor possibilities	- Work with other SNA committees to come up with possible strategies - Present the issue with strategies to community committee - Work with city on development of feasibility /pilot	Long term Mid term	Annual surveys of cyclists and pedestrians
d) Speed bumps in wide back lanes – (TB,B)	To discourage high speeds in back lanes	BIZ SNA	- Identify the worst situations and place speed bumps in areas where they would be needed the most	- talk to residents of back lanes that have made consistent complaints. - develop a petition. to take door to door	Long term Reduction in speeders in back lanes	Annual surveys and evaluations of residents of back lanes
6) Communication and Networking to increase ability to make a safer community						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes (and timelines)	Measurements
a) Strengthen communication between SNA, other community groups and residents (TB, St)	To ensure that Spence becomes and stays safe via the proper dialogue between stakeholders	BIZ SNA WCWRC U of W John Howard Informal resident	Ensure everyone has the opportunity to know what is going on and to contribute their experience.	Use the SNA newsletter better to talk about safety issues people are dealing with. Go door to door and visit people that don't get out	Now and ongoing building an understanding of safety issues	Annual surveys of residents and stakeholders to evaluate how well

		groups landlords	Strengthen the SNA safety committee			
b) continue to build partnerships with and between the Winnipeg Police Service and MB Justice (TB)	To reduce criminal activity in Spence through effective policing	BIZ SNA WCWRC	Create a stake holders meeting for safety that meets during the day.	Maintaining and improving the dialogue with the Police service and justice departments	Now and ongoing	Annual surveys of residents, businesses and organizations
c) strategies to get eyes on the street or people out walking in the evening.(TB)	Reducing criminal activity through an increased human presence on the street	WCWRC BIZ U of W Biz Patrol U of W Safe walk MPIC patrols	Take Back the Night March; Support existing patrols and find ways to make them more effective; Summer evening outdoor event(s) to bring people out; Neighbourhood watch program modified to fit inner city	Find volunteers willing to keep an eye on the street from either businesses, homes or apartments; increased volunteer patrols	Reduction of criminal activity in Spence Now and ongoing; mid and long term	Evaluation and analysis of criminal activity before, during and after the implementation of the program
Open communication with other similar communities on safety strategies (TB, St)	The development a safety strategy that encompasses other marginalized neighbourhoods	Centennial North End BIZ SNA	Together with other inner-city groups – work on building better responsiveness and respect with the WPS	Educate community residents on how police services work here and elsewhere.	Developing a safety strategy with other neighbourhoods Now and ongoing	Evaluation of safety strategies

Housing and Rental

Housing remains an item of high interest and importance in the Spence Neighbourhood but community members stress that this housing must also be affordable. Assuring that people have adequate income to afford dignified housing was by in far the most empathetic opinion of those interviewed in the Spence Neighbourhood. Income would be increased through increased earning power, by becoming more skilled and, above all, by getting the government to provide more reasonable housing allowance to people on EIA. Encouraging increases in EIA make require the efforts of many organizations in Spence and the City of Winnipeg.

To come up with the enclosed housing plan, we met with five focus groups, the Spence Neighbourhood Association's Housing and Rental Committees and the Spence Housing Stakeholders group which is made up of a number of housing non-profits working in Spence. In addition, we did a survey of immigrant community members to determine their housing needs. At needs identification meeting, a panel of interested agencies, Welcome Place, Winnipeg Regional Health Authority, Manitoba Urban Native Housing Association and West Central Women's Resource Centre presented the needs of their target groups. The resulting recommendations were discussed and ratified at community wide general meeting.

In the past, several organizations worked to provide housing for private ownership. Improving housing was the reason community members organized to from Spence Neighbourhood Association (SNA). Over 100 homes have been renovated by Winnipeg Housing Renovation Corp (WHRC), Lazarus Housing and Housing Opportunities Program (HOP) and sold for private ownership. Of the 47 that were vacant 3 years ago about 14 resistant property owners remain. Some of these houses will be renovated in the future and other will be replaced by infills.

There were several vacant lots, at one time as many as 65 parcels existed. To date 24 infills have been taken over by infills built SNA, WHRC and Qualico. A few lots remain as well as some derelict properties and we expect to continue building infills at the rate of 4 to 2 per year for a total of 10. We will work closely with the WHHI and credit institutions to increase the number of moderate income aboriginal peoples who purchase these homes.

However, we are planning for the greatest impact to be in the rental area. Spence has over 100 rooming houses with 5 to 18 living units and clients in each. Our five year goal is the renovation of 125 of the worst units. In addition, we have a number of derelict apartment buildings and at least three of these should be renovated. Some organizations have also expressed interest in developing new multi-family units and the conversion of a church into apartments; we plan to do one new multifamily unit and one conversion.

With the increase in the cost of energy, renovations and infills will take into account energy efficiency. SNA has a small incentives program and an information resource centre, both of which will be used to promote energy efficiency in the community. Training a few local contractors to provide the needed services will also be an important part of this program.

Finally, the organization wants to become as sustainable as possible. SNA will investigate the possibility of a community managed property management organization. Where possible, we will try to implement fees for services. Several of the above programs are to be offered through an SNA owned housing office. Over the last five years, there has been a substantial improvement in the community. However the work is not finished, much remains, especially the improvement of rental properties. We will work together with an array of organizations to make the plan a reality.

Housing Plan Matrix

1) Increase income of families and individuals so that they can afford dignified housing (see CED plan)	2a) Increase the number of rental units without permanently displacing tenants.	2b) Decrease the number of substandard rental units.	3) Support homeowners in the maintenance of their properties	4) Get rid of all boarded up buildings and make best use of land/space	5) Increase energy efficiency of homes and rental properties	6) Make housing programs sustainable
Advocate for higher housing allowances, rent subsidies, minimum wage and allowance for earnings before claw back.	Renovate boarded up houses in areas zoned multi-residential in Spence Neighbourhood	Encourage landlords to be socially focused + encourage socially focused landlords to purchase the current stock of rooming houses.	Provide Incentive grants to maintain external appearance of home and Provide Emergency repair grants	Focus on the enforcement of the Derelict and Vacant Buildings Bylaw.	Promote and assist people to access existing Manitoba Hydro programs.	Create a community run property management company.
For community projects, hire community labour	Setup one building with cooperative housing	Work with health and fire inspectors to upgrade substandard Properties	Target properties of concern through advertising and personal support.	Develop a secondary plan to preserve residential areas and near by green space.	Use Power Smart™ standards or higher for 10 new infill homes.	Find a permanent housing office and space for the housing resource library
Develop a mentoring program to help people become more skilled (see CED)	Renovate 3 derelict apartment buildings one being a pre-employment housing project with HOO	Assist landlords and tenants in identifying and using and increasing support resources available	Provide a home maintenance training program	Renovate buildings according to their best use	Develop new joint programs with Manitoba Hydro and WHHI	Ensure all government housing programs have an overhead Component.
Provide support for finding jobs and training so people can find employment with better pay.		Provide Incentive grants for rental properties to maintain the exterior and do critical internal repairs.	Develop strategies to encourage aboriginal peoples with moderate income to buy homes.	Demolish unsound buildings and replace them with green space or infill housing.	Create /Promote a building insulation program in conjunction with SNA Housing Incentive Programs.	

Housing						
Goals: 1. Increase income of families and individuals so that they can afford dignified housing						
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Have community members increase their income or supports to levels were they can afford housing that meets the family requirements as set out by the Manitoba Government	House of Opportunities Core Labour St. Matthews/ Maryland Ministries West Central Women's Group MUNHA Kinew Housing Social Planning Council WCWRC	Advocate for higher EIA housing allowances. Advocate for higher earning gap before doing a claw back. Advocate for higher minimum wage. Make governments aware of the need for rental subsidies for low income individuals and families For community projects, hire community labour. Develop a mentoring program to help unemployed people become more skilled	Revive coalitions of advocacy agencies Through a research project, clearly lays out the need for higher housing allowances, rental subsidies and higher income to obtain dignified housing ie. The cost and required rent for landlords to maintain dignified housing to the standard set out be the Manitoba government. Meeting with minister of Housing and Family Services. Self and group advocacy developed through the R.E.S.P.E.C.T. program.	By 2010, 100% of community members live in dignified housing as defined by the Province of Manitoba	Community Survey of a random sample of 200 community residents

Housing						
Goals: 2. Increase the number and quality of rental units without permanently displacing tenants.						
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	125 renovated rooming house units.	WHHI WHRC HOP Lazarus SAM Management Winnipeg Lions Club Fire Department Building Inspectors Health Inspectors West Central Women's Resource Centre	Develop Secondary plan for the neighbourhood to prevent loss of needed housing Renovate boarded up houses in areas zoned multi-residential in Spence Neighbourhood Encourage landlords to be socially focused or encourage socially focused landlord to purchase the current stock of rooming houses.	Focus in on the remaining boarded up housing, encouraging the use of all the powers in the Boarded and Derelict Buildings Bylaw Focus on substandard rental accommodations, encouraging landlords to make improvements or governments to enforce their quality standards.	Completed Secondary Plan Record of the number of units improved	Surveys of rooming houses and rooming house tenants

Housing						
Goals: 2. Increase the number and quality of rental units without permanently displacing tenants.						
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Setup one building with cooperative housing	SEED Winnipeg	Make interested groups aware of government and community support of these types of programs	Keep a register of interested parties. Maintain a list available properties	One housing cooperative	Report on completed housing cooperative
Housing and Rental Program	Improve quality of rental properties and the quality of life of those living in them.	City of Winnipeg Manitoba Hydro. SAM Management Inc. RTB St. Matthew's /Maryland Ministries. West Central Women's	Provide Incentive grants for rental properties to maintain of the exterior of the building and critical internal repairs. Promote programs of governments and other organizations. Provide caretaker training Support landlords and tenants as they work through solutions with RTB Assist landlords and tenants in identifying and using support resources available	Visit properties owners of concerned properties to encourage them to apply for incentives. Hire a rental coordinator to work with landlords and tenants of rooming houses. Meet with support agencies and determine what they do and what they will provide. Remain in regular contact with landlords and tenants Help tenants and landlords navigate the systems of the Rental Tenancy Branch to assure compliance to the regulations. Develop personal and group advocacy through the R.E.S.P.E.C.T. Program.	Improved rental housing. Both tenants and landlords testify to positive working relations.	Before and after surveys of tenants and landlords. Registry of tenant complaints that shows a reduction and/or a positive change in the type of complaints

Housing

Goals: 2. Increase the number and quality of rental units without permanently displacing tenants.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Build one new multi-family housing unit.	WHHI U of W Lazarus Housing City of Winnipeg	More multi-unit dwellings in Spence		One new multi-family residential building	Report that building exists.
Housing and Rental Program	Decrease the number of substandard rental units.	WHRC Health Inspector Fire Inspector West Central Women's Resource Centre	Promote tenant preservation. Identify substandard rental housing and work with health and fire inspectors to upgrade the properties Target houses on Sherbrook and Maryland streets which have the most and worst houses of concern	Hire a rental coordinator to work with both tenants and landlords of rooming houses. Do tenant complaints follow up and work with RTB to do inspections. Do safety audits for tenants. Assist tenants in contacting the health departments or fire departments if property is below standard Work with tenants, landlords and the above departments to assure improvements are in the best interest of all parties.	Improved rental properties Measure the change in number and type of concern using a simple quality instrument	Report on houses audited and improvements made.

Housing

Goals: 2. Increase the number and quality of rental units without permanently displacing tenants.

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Decrease the number of substandard rental units.	<p>WHHI</p> <p>House of Opportunities</p> <p>U of W</p> <p>WHRC</p> <p>Lazarus Housing</p> <p>City of Winnipeg</p> <p>SAM Management Inc.</p> <p>RTB</p> <p>West Central Women's Resource Centre</p>	<p>Renovate 3 derelict apartment buildings one of which will be with a pre-employment project with the House of Opportunities.</p> <p>Establish a Landlords' Association in Spence.</p> <p>Assist landlords in the management of their properties.</p> <p>Help tenants develop strategies for general care of where they live</p>	<p>Work with Fire Department in enforcing the Vacant and Derelict Buildings Bylaw.</p> <p>At the writing of this plan, there are 5 vacant apartment buildings.</p> <p>Obtain funding for a pre-employment project, investigating partnerships with other organizations.</p> <p>Obtain funding from WHHI for renovations</p> <p>Meet with landlords on quarterly bases.</p> <p>Work with an existing non-profit property management company or establish one to manage rental properties in the Spence Neighbourhood.</p>	<p>3 renovated apartment buildings</p> <p>Management company to care for rooming houses and single family rental houses.</p> <p>Improved response times and resolution of complains</p> <p>Improved co-ordination with all agencies</p>	<p>Report on the number of apartments renovated.</p> <p>List of units managed by company.</p> <p>Survey of tenants in managed units to determine degree of satisfaction.</p> <p>Testimonies of response to complaints</p> <p>List of people involved in projects</p>

Housing

Goals: 3. Support homeowners in the maintenance of their properties

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Support homeowners in maintaining or improving their properties.	City of Winnipeg	Develop a secondary plan to preserve residential areas	Monitor monthly the housing inventory to determine which houses should be replaced.	A completed secondary plan.	Survey of concerned properties to be done each year at mid September. (Houses will be reviewed monthly but comparison will be done on an annual basis.)
		WHRC	Provide Incentive grants to maintain external appearance of home	Changing criteria for all incentives and grants to cover properties where the own lives in the home and the other occupants could be family, friends or tenants.	Improved private homes within the neighbourhood	
	NECRC	Provide Emergency repair grants	Provide a home maintenance training program	10 additional homes for private home ownership	List of homes replaced List of Home owners.	
	NEHP	Target properties of concern through advertising and personal support.	Advertise all support programs offered from various sources.	At least three of the above mentioned homes be sold to aboriginal Clients		
	WHHI	Develop strategies to encourage aboriginal peoples with moderate income to buy infill and renovated houses.	Work with WHHI and credit organizations to assure that a system is in place to allow aboriginal people to purchase homes.			
	MUNHA	Build infills as houses are acquired for demolition	Target properties of concern with an emphasis on Sherbrook and Maryland Streets.			
	ICAN					

Housing

Goals: 4. Get rid of all boarded up buildings

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Renovate or demolish the remaining boarded properties from the Spence Neighbourhood	<p>WHHI</p> <p>HOP</p> <p>Lazarus</p> <p>WHRC</p> <p>ICAN</p> <p>Fire Department</p> <p>Building Inspectors</p> <p>Health Inspectors</p>	<p>Focus on the enforcement of the Derelict and Vacant Buildings Bylaw.</p> <p>Renovate buildings according to their best use, ie. private home ownership or multi-unit rental property</p> <p>Demolish unsound buildings and replace them with green space or infill housing.</p> <p>Develop strategies to encourage aboriginal peoples to buy infill and renovated houses.</p>	<p>List and photograph all derelict properties.</p> <p>Send emails and faxes regularly to bylaw enforcement authorities.</p> <p>Obtain funding for chosen action.</p> <p>Through sale dispose of property</p> <p>Accessibility will be an important consideration when doing infills.</p> <p>Work WHHI and credit institutions to assure there are no conditions that detract from aboriginal people from buying renovated or infill houses.</p>	<p>Have no boarded up buildings in the neighbourhood.</p> <p>Housing for low and middle income families.</p>	<p>No boarded up buildings</p> <p>Report on what happened with boarded up buildings.</p>

Housing

Goals: 5. Increase energy efficiency of buildings

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	Increase the energy efficiency of 100 homes and rental properties	WHHI Manitoba Hydro House of Opportunities	<ul style="list-style-type: none"> Inform landlords and homeowners of Manitoba Hydro programs. Use Power Smart™ standards or higher for new infill homes. Develop joint programs with Manitoba Hydro and WHHI Promote a building insulation program in conjunction with SNA Home and Rental Properties Incentive Program. Train local contractors to do energy audits, blower door tests to determine heat leaks in buildings and sealing the building for heat losses. 	<ul style="list-style-type: none"> Obtain materials on Manitoba Hydro Incentive Programs Maintain a public resource library that encourages energy efficiency. Promote Manitoba Hydro Incentive Programs via the monthly SNA newsletters Develop strategy with incentive grants and promote availability. Meet with Manitoba Hydro Staff to plan training program. Investigate and present a feasible business option. Advertise program through House of Opportunities. 	<ul style="list-style-type: none"> Have 100 properties improve their buildings for energy efficiency Have one contractor who will do energy audits, do blow-in insulation and seal buildings against heat losses. 	<ul style="list-style-type: none"> List of properties improved Testimony of contractor.

Housing

Goals: 6. Make housing programs sustainable

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
Housing and Rental Program	<p>A community run property management company in place.</p> <p>Permanent housing office and resource library</p> <p>All government housing programs in the community has an overhead component to cover the cost of programs.</p>	<p>SAM Management</p> <p>ICPM</p> <p>WHRC</p> <p>WHHI</p>	<p>Develop a community supervised property management company</p> <p>Develop service fee structure for projects facilitated by SNA</p> <p>Establish long term funding for rental coordination.</p> <p>Establish a local company to handle bulk waste.</p>	Meet with organizations already established to determine feasibility and systems already in place.	A operational property management company	<p>Evaluate property management methods</p> <p>Evaluate bulk waste disposal methods</p>

Neighbourhood Image and Environment –

Short Introduction to the Existing Situation:

The image of the community both within the community and in the rest of the City has been a hurdle in the revitalization work. The media has the ability to augment the negative events that occur so that they are the only picture many people have of the community. One of the first community initiatives in the Spence area was the transformation of ugly and dangerous vacant housing lots into community green spaces and gardens. This is how the image and environment projects in the community first were linked. Gardens became an important part of the regeneration of the community. In 2005 a 5 year green plan was presented to city hall, outlining a strategy to keep and improve the Spence green spaces into the future, including the gardens built on housing lots (see Appendix B). This green plan forms a section of the neighbourhood image plan and outlines a strategy for the improvement and development of neighbourhood green space.

Dealing with the garbage accumulating on back lanes and in front streets was another early initiative. Spring clean ups have been held in the Spence community for the last 11 years. While the events are a good way to clean-up after the winter thaw and celebrate Spring together, the garbage situation has not gone away. People continue to complain about the amount of garbage in the back lanes. The community is higher density than most city neighbourhoods, yet the density is often in houses not apartments. Garbage collection strategies for apartments do not work well, yet Spence houses where 6-12 people produce a higher volume of garbage than suburban houses where there are 2- 3 residents. Promotion of recycling that is effective in middle class neighbourhoods does not work in the same way in Spence. Different types of promotion as well as strategies to break down barriers to participation in recycling and composting are needed.

While the section on community participation has some goals which are common to other sections of the plan it is crucial to successfully changing the image of the community. If people are separated or scared to take part, their image of the community remains negative. When people in the community participate good things happen to them and their perspective changes.

Neighbourhood Image and Environment Matrix

1- Image of the Community inside and outside-	2 - Increased and improved Green Spaces	3- Environmental Sustainability
a) Build pride among the people of the community - diversity is celebrated and understood	a) Secure Existing green space and gardens into the future	a) Reduce the garbage left in the back lanes
b) Highlight the positive inside and outside the neighbourhood (write good news stories) (challenge the negative press perceptions)	b) New green spaces are developed that fill community needs- according to community planning	b) Increase compost use
c) Create projects that beautify the neighbourhood	c) Gardens and other green spaces are well used by all ages and respected	c) Increase use of recycling through community appropriate methods
d) Create a reputation for being a healthy, green , sustainable neighbourhood.	d) Education - All ages in the community have better understanding of nature and growing things.	d) Reduce the bulk waste going to the dump.
e) Create a reputation for being an arts friendly neighbourhood	e) Green spaces and gardens are maintained using the best environmental and CED practices	

Neighbourhood Image and Environment						
Goal 1. Image (Building pride, highlighting the positive, challenging blanket perceptions)						
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and timeline
a) Build pride and trust among the people of the community - diversity is celebrated and understood	Diverse residents are celebrated and understood Residents voices are heard on issues concerning them	Free Press, St. Mats, UofW, Kani-Youth Council., CARD, CBC, NCI,APTN, House of Opp. Image and CED Committees BIZ	Different cultural aspects are explained and celebrated Celebrations in community-regular positive events are held with invitations extended to the larger community	Start highlighting cultural foods and traditions in SNA newsletter Annually plan a schedule of community events: Traditionally this includes Spring and fall clean up – inspiration market and solstice/Christmas or Ramadan feasts. Include an annual celebration of culture (start small and partner)	More community members know each other and understand more about each other’s cultures start in 2007 Media is more informed about the diverse community that Spence is. Gatherings are inclusive and representative of the community.	Memorial to Aboriginal history in area researched and constructed - 2008 Survey of 100 residents feel that there are improvements to the area and that they have a better understanding of the cultures in the community Survey done annually in January 2007-2011
b) Highlight the positive inside and outside the neighbourhood	Public opinion is positive towards the Spence area	Image committee STREETS Metro, Uptown, Grassroots and other weeklies, TV national and international coverage City of Wpg	Write good news stories Influence media or produce our own media representations Challenge the negative press perceptions	Recruit for a sub-committee of the image committee who finds and writes the good news Meet with the Winnipeg Free Press editorial staff Good news stories by sub	2006 –Local achievements and achievers gain recognition for efforts	-6 positive stories from Spence area in large press venues each year

		BIZ		committee get faxed out on a monthly basis to our media contacts Good news inserts in the small local press or newsletters		
c) Create projects that beautify the neighbourhood	Spence is recognized in the media and by residents as a beautiful and interesting place. Visitors and residents enjoy walking on the street.	Wpg Arts Council WAG West End Biz U of W Art City	Historic and Mural Tours New Murals and Plaques Street Plantings Trees Decorative LED lighting	Work to maintain and improve on existing initiatives Work towards a murals for non-businesses MERC / JPP/ Hydro plant Continue to assist businesses to add murals Look for opportunities to mark historic events and landmarks through plaques		Walking tour pamphlet complete 2007 4 Historic tours conducted 2007-08 10 new murals and existing murals graffiti free (2007-2011)
d) Create a reputation for being a healthy, green , sustainable neighbourhood.	Media and resident recognition of greening efforts.	WECC Prairie Architects MB Hydro UWSA and U of W	Advertise current green initiatives and attributes. Identify easily implemented green practices for residents and	Gather information on environmental projects in Spence and promote in the media and community. Look at current	Spence is known as a green community in media and by Winnipeg residents.	Annual surveys, Environmental audits

		St Matt's EnvironmentGroups BIZ	encourage use tackle heating and transportation issues head on	transportation, heating and garbage usage. Talk to environmental groups about strategies Talk to residents about easy ways to make habits more environmentally friendly.		
e) Create a reputation for being an arts friendly neighbourhood	More arts venues and artists are drawn to participate in Spence	WECC West End Biz Prairie Stained Glass Art City Wpg Arts Council St Matthews Artists Circle Art from the Heart	Public Art program Promote arts related businesses in the community Hold and promote arts related events	Consultation Design Construction Celebration Work with Art from the heart to promote inner city artists – Art and Video show Celebrate opening of WECC building with community event.2008-09	With art – Community Art Program – develops 1 st public art piece. – 2006-2007	Number of people involved in process Number of people involved in construction 4 New art pieces developed in public places 2007-2011

Goals 2. Green Spaces (Community gardens, tot lots, parks, green spaces) – all so see appendix A – 5 year green plan

Initiatives	Outputs (Targets and timeline)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and timeline
<p>a) Through implementing the green plan - Secure Existing green space and gardens into the future and ensure Community members continue to identify and work towards goals related to the Greening efforts in the Spence community</p>	<p>2006-07 Ensure all existing green spaces are secure for at least 5 years.</p>	<p>City of Winnipeg: Community services and Planning Property and development</p> <p>St. Mathews Maryland Community Ministry,</p> <p>Winnipeg Arts Council,</p> <p>U.of W.,</p> <p>Resource Conservation Manitoba</p> <p>West End BIZ</p>	<p>Green Plan is pushed to be adapted by City</p> <p>MERC kids garden becomes permanent park space</p> <p>Furby Park becomes a place for community to gather and enjoy</p> <p>Sherbrook lots become a park</p> <p>Cumberland Corridor is considered as a pilot for walking and bike transit</p> <p>Bi-Annual reviews of Green plan keep it relevant to the community.</p>	<p>Continue to meet with PP& D and bring community members to council meetings where green plan is presented</p> <p>Have image committee aware of Spirit Park guidelines in prep for MERC kids garden implementation</p> <p>Consult with community on Furby Park improvements</p>	<p>2006 – Green plan recommendations from PP&D adopted by council</p> <p>2007 – long term Maintenance agreements are in place for MERC kids lots and 5 year agreements for gardens - Furby park is updated and improved</p> <p>2008 – feasibility of Cumberland corridor improvement and construction of Sherbrook park near Sargent.</p> <p>2008-SNA Green Plan written by the</p>	<p>SNA Green Plan is adopted by the City and the improvements outlined there are implemented</p>

					community is updated and presented to the City.	
b) Gardens and green spaces are well used, and respected	Green Spaces are full of volunteers who are familiar with their roles and dedicated to the maintenance of the spaces.	St. Mathews Maryland Community Ministry, Healthy Living Program, Winnipeg Arts Council City of Winnipeg – public works, planning property and development and community services	Organization and team building between volunteer gardeners Various signs are made for all the gardens and green spaces used in the community- Community members officially adopt parks to look after	Signs are placed starting with the lots acknowledged by the SNA Green Plan with SNA # and contacts, Garden signs showing what plants are there and what they do.	2006 – Clear volunteer structure for each garden in place and lead gardeners are communicating with each other and SNA or St Matt for ongoing support 2007-Sources of water and lighting for each garden are in place - basic signage in place for each garden 2008- signs show plantings and assist in education.	Community Survey of a random sample of 200 community residents-community feels that the Green Spaces are friendly and clean.

<p>d) Environmental Education- all ages have a holistic understanding of nature and growing things</p>	<p>2007-2008- gardeners know more about identified topics such as Seed Saving, Rain Barrels and Starting Seeds.</p> <p>2007 – CSI summer program continues to garden on McGee</p> <p>2008 - 2 classrooms from local schools have adopted local gardens</p> <p>2009 – MERC kids garden is developed into a learning garden (possibly a Monarch garden)</p>	<p>Local schools MB conservation Social Planning Council St Matthews Community Garden Network</p> <p>U of W</p>	<p>Education focused on gardeners</p> <p>Education focused on youth</p> <p>Community green house development</p>	<p>Monthly workshops or events in the gardens or green spaces for the community</p> <p>Gardens are used by schools and community groups to teach children about growing things and environment</p>	<p>2007-2008- gardeners know more about identified topics such as Seed Saving, Rain Barrels and Starting Seeds.</p> <p>2007 – CSI summer program continues to garden on McGee</p> <p>2008 - 2 classrooms from local schools have adopted local gardens</p> <p>2009 – MERC kids garden is developed into a learning garden (possibly a Monarch garden)</p>	<p>When polled volunteer gardeners and children participating in the community demonstrate increased knowledge and understanding.</p> <p>5 Cases observed and recorded of community members (adults or children) teaching each other about gardening or environmental aspects.-2007 annual plans for green house in place-2009</p>
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<p>e) Green spaces are maintained using the best environmental and CED practices</p>	<p>Green spaces and other gardens within Spence Neighbourhood</p>	<p>SNA</p>	<p>Best organic practices guidelines are in place to better train volunteers and maintenance staff for the green spaces and gardens</p> <p>- Local people are hired to maintain the green spaces</p>	<p>Together with image committee - Gardeners develop simple guideline to local green space and garden maintenance that follows envi and CED. (2007)</p> <p>Guidelines reviewed annually (2008-2011)</p> <p>Clear set of instructions on tendering and hiring practices for green space maintenance are developed.(2006-2007)</p>	<p>A clear set of instructions are developed for the maintenance of grassed community spaces.</p> <p>Funds spent are kept in the community through local hiring practices.</p>	<p>Guideline in place spring 2007</p> <p>Guideline used in negotiating maintenance of MERC kids garden</p> <p>100% of \$ spent on green space maintenance stays in the community. (2006-2011)</p>
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Goal 3. Environmental Sustainability(Waste reduction, sustainable initiatives, culture of waste reduction,						
Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and timelines
a) Reduce the amount of garbage and bulky waste that makes people feel the Spence area is not looked after.	Residents report that streets and back lanes in the Spence area have less garbage than the year before	St. Matthews/ Maryland Ministries, BIZ, Uof W, HOO, Skills Bank, West Central Women's Center, Day cares,	<p>Inform residents of existing city systems to get rid of bulk waste and make the information easily accessible.</p> <p>Educate community residents on the correct use of auto bins – so that pick-ups happen regularly</p> <p>Develop systems that prevent illegal dumping in auto bins</p> <p>Involve community members in cleaning up the garbage.</p>	<p>Paint Bulky Waste line on auto bins in the area</p> <p>Liaison with landlords, other youth and adult programs</p> <p>Work with City water and waste to track and warn illegal dumpers</p> <p>Spring and Fall community clean-ups</p> <p>Hire youth to do back lane clean-ups periodically</p>	<p>People know who to call to pick up the couches, mattresses etc.</p> <p>Back lanes are clear of large bulky waste and garbage</p> <p>City of Wpg responds quickly to residents requests concerning garbage and bulk waste</p> <p>The autobins are used correctly</p>	<p>2007-2008</p> <p>Survey of 200 residents on garbage</p> <p>residents testify that there is less garage in back lanes and front streets neighbourhood</p>
b) Increase Compost Use	<p>Garbage reduced</p> <p>Natural processes learnt</p> <p>Soil for gardens created locally</p>	SNA U of W City of WPG	Composters available to all and training and guidelines easily accessible	<p>2 composters in each garden</p> <p>U of W composts all organic waste</p> <p>Training annually at gardens for residents</p>	<p>2007-2008 and ongoing</p> <p>2008-2009</p> <p>ongoing</p>	

Initiatives	Outputs (Targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and timelines
c) Increase the amount of recycling in the Spence area –	2007-15 % Increase in recycling Creation of recycling depot 2008 – additional 10 % increase in recycling 2010 – 50% of residents recycle regularly	Community based service programs, West Central Streets City of Wpg. Water and Waste, RCM, St. Mats, UofW, MERC,	Set up a well used recycling depot in the Spence area Promote recycling information through the community - focusing on apartments and rental units -Make recycling more accessible and inform people what their options are	Proposal to the MERC site to host a recycling depot. Information goes to clients of other community programs to inform them of the recycling options in the area, which number to call for home pickup and where to get Blue Boxes	MERC hosts a well used recycling depot	Bi-Annual - Community survey of a random sample of 200 residents before and after starting MERC recycling depot. Indicates that kids and adults know where the recycling depot is when polled and indicates frequency of use,
d) Reduce the bulk waste going to the dump.	Reduce city bulk waste collection by 50%	City of Wpg Public Works Water +Waste BFI Local contractors Recyclers Anco Lumber Lumber Lovers 2 nd hand stores	Collect bulk waste locally Explore ways to reuse or recycle items collected Create local employment by partnering with the City and BFI	With help of Water and waste set base line for bulky waste pick up Negotiate with city to collect and store bulk waste at McGee Yard Negotiate with BFI to subcontract a portion of bulk waste pick-up funds to project Hire 3 local people and a driver to do monthly bulk waste pick up and recycle the material.	Plan in operation Spring 2008 Reduce city bulk waste collection by 50% - 2009	Half the Bulky waste is reused or recycled Value of garbage reduction translated into local casual/part time work

Community Economic Development (CED)

Short introduction to the existing situation: In Spence, the defining characteristic of the vast majority of residents is low income. On the whole “People in our community don’t have extra money to spend.” Many of the residents are there because housing is relatively inexpensive and access to bus and other resources is very good. You can live well in Spence for less. However, it is getting harder to make ends meet as housing prices and heating costs soar while incomes remain the same. Many people in Spence help each other to get by. They share extra food, pass on used clothes to those with younger kids, lend tools to neighbours and shovel each other out when there is a snow storm. For those who have gotten past the initial fear of the community – Spence is a friendly place. Social capital is relatively high for a transient inner city community.

The main themes in the CED plan start from the greatest need. People need to make more money. There is also a feeling that they would like to be making money close to home – not taking 3 busses to a factory on the outskirts of the city. The second theme is about developing local businesses and social enterprises that will increase the sustainability of organizations in the community bring dollars into the community and keep people working closer to home. The third theme is around building on the existing skills in the community and assisting people towards new skills and towards accreditation for new or existing skills. There are those who are not able to work at the moment but who still have something valuable to offer the community. They need to be given opportunities to use their skills. Many people in our community have been doing jobs for a long time but have no “papers” to show it. There are a number of reasons for this. They may have learnt these skills in a different country or in a place where apprenticeship is a natural way of learning. They may have started courses and been unable to complete due to family pressures or other stresses. The celebration, development and accreditation of skills not only provide the ability to bring in more money, that also bring pride and empowerment.

Some times more money is not the only way to meet needs. Theme number 4 looks at ways to work together to assist people in getting what they need. Food is a basic need but food security is setting the goal higher than filling people’s stomachs. People in our community have participated in the creation of the Manitoba Food Charter over the last year (2005-2006). The goals set within this charter encompass a more holistic view of food as a basic human right. Transportation is another very big obstacle for low income people. Walking is the most common mode but for those no longer able to walk other options need to be developed. About half the population has a family vehicle. Other modes of transportation need to be developed if people are to continue to participate in the economy of the community. Many people talk about the ability of some to access resources that are provided. As a community we need to make it easier for people to find out about available resources and to access them. Theme number five recognizes the importance of existing businesses, organizations and institutions. Finally, recognizing the effects of the macro on the micro economy, the community needs to educate itself as to the processes, policies and economies that affect the inhabitants of Spence.

Community Economic Development (CED) Matrix:

1-Education and Advocacy on economic policies that have negative impact.	2-Promoting the use of existing skills and the development of new skills	3 – Support and strengthen good businesses and organizations to stay in the Community	4-Meeting Basic needs together through:	5-Assist youth to get a good start on their futures	6- Reduce Barriers for Adults to participate in the economy	7-Business Start-up – and enterprise development
a- educate the community about systems that effect them	a- find ways to connect local people to local skills	a- Support local businesses	a- Developing Food security in accordance with the MB food charter	a- help youth understand their aptitudes/ strengths	a- work experience and on site training	a-Small Business start-up and support
b- Conduct letter writing campaigns and lobbying to change systems and policies	b- by using untapped people resources and celebrating existing skills	b- Support local organizations/ institutions	b- Connecting people to resources that are available and find after hour resources	b- integrate high school and local labour pool to increase positive mentoring	b-childcare for infants and short term babysitting	b-Social enterprise start-up and development
	. c- Providing access to accredited training		c- Transportation solutions – shared vehicles and bike facilities.	c- Paid work experience that leads to better jobs	c- Transport to work	c-Shared marketing/space
			d- Connecting people to each other as resources.			
			e- Banking services - creating new appropriate financial resources.			
			f- Assist the disabled (Mental, Physical and emotional) with basics			

Community Economic Development						
Goal: 1– EDUCATION and ADVOCACY on economic policies that have negative impact						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes and Time lines	Measurements
a- Educate community about systems that affect them	Increased awareness of economic institutions and systems	WCWRC SNA I-CAN BIZ	- determine priority areas of education and set up training systems or sharing circles (e.g. respect program)	Possible areas of education include: - Teaching financial responsibility, investing. - Teaching about the history of E.I.A. and the systems in other provinces - Teach about immigration law - Provide information on challenging accreditation. For trades and professions	- 1-2 areas of priority addressed each year with follow-ups to previous years (2006-2011) Residents will be more aware of economic factors that affect their lives and how to achieve financial sustainability	Annuals surveys that examine how residents save and spend their money
b – Educate people in the community about each other and the needs we share	Increased awareness of individual and community economic needs	SEED Winnipeg KanaKanichik House of Opportunities	- Educate residents about the benefits of working together; creating a variety of cooperatives	- through the CED committee and other interested residents set up opportunities to learn together (community learning circles) - Circulate a survey /go door to door on	Residents are more aware of the economic and social needs of others and the benefits of working together	Annual surveys that examine how residents are aware of their own and their neighbours' economic needs

			<ul style="list-style-type: none"> - Build and share cultural awareness - create events where people can share their knowledge and skills in an atmosphere of celebration 	employment needs and economic development. (2008)		Number of people in Community Learning Circle and deepness of effect. (2007-2008)
c- Make community voices heard on Socioeconomic policies that effect them – such as money lending institutions and updating E.I.A.	Less reliance on cheque cashing outlets and increased usage of banks and credit unions	WCWRC St Matthews Maryland SNA	Educate residents and lawmakers about how cheque-cashing outlets can affect low-income individuals	<ul style="list-style-type: none"> - Conduct letter writing campaigns/Lobbying on updating welfare. (E.I.A.) - Add voices to the need to regulate cheque cashing outlets. 	Residents will be more aware of how certain institutions affect their financial situation - ongoing and as opportunities arise.	Evaluate how many residents are using cheque-chasing outlets versus the banks; evaluate how E.I.A. policies have changed- if at all

2 - SKILLS – Use existing skills and develop new skills in the community.

Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes	Measurements
a- Use the skills bank – which promotes use of local labour/skills	Encouraging residents and local businesses to use locally based labour for their activities	OFE HOO Core labour West End Biz Local Business and residents	<ul style="list-style-type: none"> - Work to integrate the skills bank with other employment services so that more people are assisted in appropriate ways 	<ul style="list-style-type: none"> - Create a shared intake process - develop a shared database 	Increased usage of local labour in local jobs and businesses	2 year project with OFE – outcome measures
b- by using untapped and over looked people resources in community projects	Encouraging previously uninvolved residents to get involved in community projects	Lyons MB Seniors Housing Felly’s houses St Matt drop in HOO	<ul style="list-style-type: none"> - Find out what skills are in the community that are not being used - Find ways to use these skills in the community 	<ul style="list-style-type: none"> - Ask people who are not usually seen to have skills about what they can do - incorporate use of these skills into community events and programs 	Getting more residents involved in community projects	Annual surveys of community involvement and how involvement has changed the lives of those who were

		Skills Bank	- provide opportunities for people to teach their skills to others			previously uninvolved
c. Training for basic/better survival	Encouraging residents to be more responsible for their own lives	HOO – Urban work smarts WiiChiiWakanak Down Town Parent Child co-alition John Howard	- Life Skills - Adult and Family Literacy	Programs designed to teach life skills to residents	Residents are more in control of their own lives	Annual surveys of the users of these programs and follow-ups of the graduates
d. Accessible accredited training opportunities:	Assist residents to become more employable	Core Labour OFE Red River College CD/CED training intermediary U of W	- Upgrading – to achieve high school levels - Accredited skills connected to known institutions like RRCC - Driver’s training with assistance to pay for licenses	Local training initiatives and programs linked with local schools	Residents are properly employed and less reliant	Annual surveys of program users, examining their current employment situation compared to employment history

Goal 3. SUPPORT Local Businesses and Institutions to stay in the community.

Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
a) Support local business to stay in the community and increase number of viable (non-poverty based) businesses	- Store front vacancies decrease over time - Residents continue to report the availability of all necessary services	West End Biz SNA U of W	- Encourage residents to shop locally - Use joint marketing strategies	Local business and economic plans	More businesses will be staying (and opening) in the community, supported by residents and employing local	- Annual survey of vacant store fronts

					labour	
b) Support local organizations and institutions	More people are using locally based businesses and organizations for their daily needs	BIZ	- Network and advertise programs and services. - Partner and don't compete.	Create awareness of businesses in community and the goods and services that they provide	Local businesses and organizations receiving more support from residents	Annual surveys and audits of how residents use local institutions
Goal 4 – MEET BASIC NEEDS TOGETHER through						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes	Measurements
a- Food Security – as per the MB food charter	Less use of local food banks	Healthy Living Program MB Food charter Klinik SNA WEWRC	-Community gardens - Community Kitchens - Nutrition teaching (bingo) - Community Cupboard	Establish local gardens and kitchens Educate people about how food policies affect their lives	More people are using locally based food sources	Evaluate how many people are using local food banks versus facilities described in strategies
b- Connecting people to existing resources	People are aware of resources and are taking advantage of them	John Howard Klinik SNA	Finding or creating resources that are available after business hours.	Seminars and events were local resources are explained and promoted (open houses)	More people are turning to existing resources for help with their needs	Evaluate how residents are aware of local resources and taking advantage of them
c- Transportation solutions	People are using locally based resources	Healthy Living Program MB Food charter Klinik SNA WEWRC UWSA	- Explore possible direct market shopping – bringing farmers to the community and “good food box” alternatives (2007-2008) - Organize co-ops to share transportation to do major	Promotion of sustainable transportation methods (transit, car shares, walking)	Less reliance on single occupancy vehicles and more reliance on sustainable transportation methods	Evaluate how residents are using sustainable transportation in their daily lives

		(U of W)	<p>food shopping. (2008)</p> <ul style="list-style-type: none"> - Bike paths and storage (2007-09) - Community Taxi service (2010) 			
<p>d –Connect people in the community to each other (Build social capital) (see participation)</p>	<p>To encourage people in neighbourhood to interact with each other</p>	<p>Creative retirement Age and Opportunity WRHA</p>	<ul style="list-style-type: none"> - need to visit elderly or sick community members in their homes - welcome new residents when they arrive (Welcome to Spence or other methods) 	<ul style="list-style-type: none"> - Partner with organizations that have volunteers who do visit elderly for training (2007-2008) - Develop snow shoveling program to include visiting time (2006 – 2008) - Find other sources to fund program 	<p>People know each other and are more willing to work together on local initiatives</p> <p>Number of people involved in snow shoveling and or elderly visiting</p>	<p>Annual surveys that evaluate how people in neighbourhoods are interacting with each other and what type of activities they engage in (school, play, community)</p>
<p>e– Banking Services - creating new financial resources</p>	<p>To involve the local financial institutions in community development</p>	<p>Banks and Credit unions</p>	<p>Work with local banks and credit unions to have more accessible services</p> <p>Learn from alternative Banking Project in North End</p> <p>Explore micro –lending as a method of encouraging small business</p>	<p>Promote community based banking (2007-08)</p> <p>Develop alternative financial facilities (micro-credit, lending circles) (2009-2010)</p>	<p>People are aware of the role of financial institutions and are using them to achieve independence</p>	<p>Evaluate how many people are using local financial institutions in their daily lives</p>

f - Assist people with disabilities (Mental, Physical, and Emotional) with basics	Integrating Spence's disability community into regular community life	OFE WRHA CMHA	Create employment opportunities that are accessible in every way possible. Explore ways to work with WRHA and CMHA	Ensure that Spence programs and facilities are accessible and that residents in Spence are aware of disability issues	Spence's disability community will be participating in regular community life	Evaluate how people with disabilities are integrating themselves into community life and examine accessibility of Spence's public places
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5 - ASSIST YOUTH to get a good start on their futures

Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements
a- Help youth understand their skills. (Aptitudes)	Make youth aware of their skills, talents and abilities	Gordon Bell Daniel Mac Big Brothers John M. King SNA	Programs that evaluate the skills that young people have; Programs that raise awareness of	Talking to younger people about awareness of their skills and needs	Young people will be more involved in community and prepared to enter the labour force	Examining how young people are involved in their community and auditing the skills that young people have
b- More integration of high school and local labour pool (mentoring high school students)	Make younger people aware of the demands of the work force	U of W Gordon Bell Daniel Mac BIZ	Need ethical mentors and accountability in mentoring and good business ethics	Talk to local high schools	A greater understanding between the young and their elders Younger people will be better prepared for the real world	Evaluate the lives of those who have mentors and how these mentors have affected their lives

c- Paid work experience that leads to better jobs.	Ensure that younger people have a foothold in entering the labour force	BIZ SNA HOO	Continue First Jobs for Youth Explore ways to expand program to increase the number of youth benefiting	Find consistent funding source for proven program In partnering with Core labour and with local high schools find more ways to connect youth to job experience in fields they want to pursue.	Residents have the skills and experience to obtain and maintain employment in the formal labour force	Examine how those who have used the program have fared upon entering the proper labour force
7-REDUCE BARRIERS FOR ADULTS.(see training and advocacy and skills)						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes	Measurements
a- childcare for infants (see participation)	Ensuring that proper childcare is available	WCWRC PFS Klinik	Designing effective community based childcare programs	Map existing childcare and infant care locations (2007)	Proper childcare will be available to allow parents to work and participate in community life	Evaluating how childcare programs allow residents to balance parenthood, work and community life
b- transportation to work (explore need and options)	A more accurate picture of the barrier that transportation causes in connection to work.	Core Labour BIZ SNA	Determine what the real situation is – what types of barriers are created by lack of transportation and what % of income is used to sustain private vehicles to access work.	Survey and ask for input to determine the extent of people effected and in what way	People in the community are able to access work in an affordable and safe manner. Pilot initiatives (at least two different angles) are created to address the situation in which at 50 -100 people participate.	Survey or study complete

8-BUISINESS START –UP - Business/Enterprise Start up and development:						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outputs	Measurements
a- Small Business start-up and support. – partner with Aboriginal councils and or financial investors	To ensure the ongoing success of small businesses within Spence	SEED Wpg. BIZ	Develop partnerships with the intent of exploring business start -up	Preliminary discussions about needs and potential with current partners. Exploration of potential business partners and needs or barriers to business start – up and support.	Businesses will be contributing to local economy through creation of employment (2009 start)	Ongoing evaluations of business activity within Spence
b–Social enterprise start-up and development - Create jobs for people in the community	To create social businesses to provide in areas not filled by regular businesses	BIZ SNA	Community Research Hub enterprise (2006-2008) Landscaping crew developing into a business model (2008-2010)	Do feasibility study and develop business plan Search for training funds Implement business plan (2007) Track experience and report to CED community	Social enterprises will be providing goods and services to Spence residents and providing gainful employment	Evaluation of social enterprise’s activities and those employed in by these enterprises
c – Shared marketing	To create a market by which local artists can sell their work for a living; To bring locally produced artwork to the residents of Spence Neighbourhood	Art from the Heart St Matthew’s Community Ministry U of W	-Art from the Heart (Shared Art Marketing) -Permanent produce and flea market space	- Support Art initiative as a way for local artists to market work - Explore possibility of permanent market space (indoor and out door) in the community (2008-2010)	Local artists will have venue with which to sell their wares	Annual surveys that examine the success of the local arts community and flea market spaces

Belonging and Recreation

Short introduction to the existing situation: Spence is a community where recreation is sidelined in the efforts to survive day to day. However, people in the community recognize the need for recreation, particularly where children are concerned. Some children whose parents are working or not present for other reasons, gravitate to the drop in programs provided. Others are strictly kept inside by their parents in order to protect them from the harms in the community and only access community recreation during school hours. Older youth often have access to a wider range of facilities and when provided free access to places like the YMCA take full advantage of the facilities. Like youth everywhere, they are looking for opportunities to do adult like activities. Limited recreational activities are provided within the community. More stable families find ways to encourage youth to access recreational outside the community. Those who only have the resources to stay within the community are often negatively affected by gang recruitment, including drug running and prostitution.

In Spence, there is an understanding of the importance of extended family and community solidarity that is stronger than in many suburban communities. Many people have strong ties to ethnic organizations and customs. Informal recreation is often centered on family, friends or religious based groups getting together to share food and conversation. There is a stark lack of formal recreation for pre-school aged children or for adults. Youth have some access to formal recreation activities through school. This access stops during summer break. Arts activities are also lacking. Formal music or art education is not possible due to the expense. Again, upper grades of elementary schools and high schools do provide some education and scholarship opportunities in this area – enough to whet the appetite for more.

The goals in this section start with the children. Concern for their well being and understanding of their ability for destruction when not occupied is common across all sections of the community. Youth are also a group that concerns the whole community. While gangs have been present in the community for decades, they seem to be recruiting children's involvement at a younger and younger age. Families are seen as in need of greater assistance in many areas. Large families of 8-12 children and single parent families are indicative of the area. Barriers to participation present themselves in a number of ways, from wheel chair access to financial, energy, and time considerations. Connecting across cultures is recognized as a great need. Community members want to understand their neighbours but are sometimes unable to make connections because of these differences. Commonalities need to be discovered and emphasized so that community can be built.

Finally, all the dreams for recreation are not possible unless there are community facilities that can accommodate them. In the past plan the Magnus Eliason Recreation Centre MERC was the focus of multi-use recreation planning. This was not achieved. While there are still hopes of expanding the multi-use capabilities of the MERC, this plan attempts to look at recreation in the community as a whole. Development of an over all facilities plan for the community while working towards multi-use in each smaller facility and transportation between facilities for sports or special events, will be key to providing accessible recreation opportunities.

Belonging and Recreation Matrix

1) Encouraging Children (6- 12)	2) Involving Youth (11- 20)	3) Strengthening Families	4) Develop and implement a community facilities plan
a) Provide safe drop in space for young children until 10 pm in the evening every day of the week.	a) Create programs that teach youth what they want to learn _ eg. film making, music and dance	a) Provide activities where parents are encouraged and enabled to participate with their children	a) MERC as a multi age multi-use recreational resource
b) Constructive and engaging activities including real team sports	b) Create socials at the University of Winnipeg for local youth (15-17) to build familiarity	b) Recognize families that are struggling and find people/resources to help them as a unit. (see safety, CED and health)	b) West End Cultural Centre – as a community resource for performance arts, and Theatre/Film - University of Winnipeg and Ellice Theatre
c) Find a place in the community where an all night safe drop in space for children can be provided.	c) Create a cool hang out joint within the community where youth – girls and boys have input	c) Work towards more weekly family events	c) WiiChiiWaakanak center as a place for learning for all as well as strengthening aboriginal culture
	d) Activities for girls only– ages 11 -17	d) Have opportunities at the schools for parents and pre-schoolers to play and learn	d) Local Schools as a place for families to earn together and for children to build skills
		e) Pre-natal and post natal support and training for mothers and their partners.	e) YMCA and Sherbrook Pool, Duckworth – as a health resources that could be accessible
		f) Training with support for Fathers and Mothers , young and old on being a parent	g) Access to Organized Sports and facilities –Basket Ball, Base Ball, Soccer, Hockey, Lacross
			h) Develop an overall recreation facility plan

Belonging and Recreation

1) Encouraging Children (6- 12)

Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes	Measurements time lines
1a) Provide welcoming safe drop in space for young children until late evening every day of the week (10pm)	To ensure that young children will have a place to go outside of home and school hours	City of Winnipeg Community services	Work to provide a drop in space	Designate and design a proper space for youth to drop in Hire staff to supervise the drop-ins	Young children will have a safe alternative to school or the streets	Annual surveys of how users feel about the drop in centre
1b) Constructive and engaging activities	To ensure that young children will have activities outside of school to develop talents, abilities and character	City of Winnipeg Community services	Work with city staff to improve activities offered in city rec. locations. West central Community program develops partnership with City – 5 days a week at JMK Recreation programs at Sister Mac and JMK and MERC work together more consistently Provide opportunities for real team sports – training and competition	Design a variety of programs for appropriate age group Hire staff to run these programs -start with Basket Ball for 8-11 year olds	Children will develop their talents and build character Programs will also serve as an alternative to gang related activity	Annual surveys of programs and their impacts on the users lives
c) Find a place in the community where an	To create a safe alternative to the	Winnipeg Police, CFS	- Write a proposal and take it to funders and potential	Create a safe space for Drop In	Children will have a place in the	Long term assessment of Drop-Ins

all night safe drop in space for children can be provided.	streets for children who cannot go home at night		partners	Hire appropriate staff/volunteers	community where they can go if they have to	effectiveness
2) Involving Youth (11-20)						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and time lines
2a) Create programs that teach youth skills they want to learn i) film making,	To ensure that children can develop their artistic talents	Wpg Film Group Ellice Theatre SNA WECC Art from the Heart	Work with partners to develop a film making program directed towards young people	The design of film making program Carrying out this program with member partners	Young people will learn about film making	Annual surveys of programs; Assessments of films and other projects
ii) music and dance – playing/performing	To ensure that children can develop their musical and dance abilities	WECC West Broadway	Work to develop a variety of music and dance programs	Designing of music and dance programs geared towards young people	Young people will have new music and dance skills	Annual surveys and evaluations of programs and participants
iii) Creative art	To ensure that children can develop their visual art talents and abilities	Wpg Arts Council Graffiti gallery Art City	Work to develop a variety of visual art programs (painting, sculpture, photography, writing)	Design of artistic programs geared towards young people Producing these programs with member partners	Young people will develop their own creative skills	Annual surveys and evaluations of programs, examining artwork done by participants
iv) traditional crafts	To ensure that young Aboriginals can take advantage of their artistic heritage	WiiChiWaakanak	Work to develop a variety of crafts programs that focus on Aboriginal crafts	Design programs to teach young Aboriginals about Aboriginal arts and crafts	Aboriginal youth will be aware of their artistic heritage and build on this heritage	Annual surveys of programs, examining artwork done by participants
2b) Create socials at the University of	To give young people a safe and sober place	UWSA	Developing and holding socials on a regular basis	Design program to hold socials on an ongoing basis	Places where young people can	Examine rates of participation at youth

Winnipeg for local youth (15-17) to build familiarity	to dance and have fun				meet and socialize	socials
2c) Create a cool hang out joint within the community where youth – girls and boys - have say and participation in planning events and programming.	Programs that are designed and run by those participating in them	MERC – community services	Work to create a youth hang-out Work to design participant run programs at this hang-out centre	Design and maintain programs where young people are participating	Younger people will be participating in the design of community events and programs	Annual surveys of hang out and its participants-examine what impact the participation has had on its members
2e) Activities for girls only– ages 11 -17	Programs where women can safely engage in a variety of activities	WCWRC	Designing programs geared towards young women	Creating a safe space where girl’s only programs can be held	Young women will have a safe environment within Spence neighbourhood	Annual surveys and focus groups; Examine how users of programs fare in school and in community
3) Strengthening Families						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation Tasks	Outcomes	Measurements and time lines
3a) Provide activities where parents are encouraged and enabled to participate with their children	Programs that encourage the entire family to get involved	Healthy Living Program Sherbrook Pool St Matt’s SNA West Central Community program	Design programs or continue programs that are working – which involve 2 or more generations in a family	- Find ways to continue and promote existing whole family programming - Explore new ways to get kids and adults involved together.	Neighbourhood programs will be more family oriented	Annual surveys and evaluation of programs, focusing on amount of family involvement Number of programs number of participants Amount of involvement

3b)Recognize families that are struggling and find people/resources to help them as a unit.	Programs to help families remain together	New Directions City – Comm Ser.	Programs to ensure that families remain together in spite of crises and problems	Design programs to help families cope with various struggles	Families will be coping with various problems more effectively	Examine how families are coping with various struggles
3c)Work towards increasing weekly family events	Programs that encourage families to do things together	St Matt community ministry Community Services (city)	at MERC – encourage weekly family events at St Matthews and local schools	Design and carry out programs and events that encourage family participation	Families will be participating in more community-based events	Annual surveys that examine how often families are partaking in community events
3d)Have opportunities at the schools for parents and pre-schoolers to play and learn	Programs that encourage parents and young children to have fun together	Mother Goose Down town parent child Inner City Springs?		Design and carry out programs and events aimed at young children and their parents	Parents will be doing more activities with young children	Annual surveys of programs and participants
3e)Pre-natal and post natal support for mothers and their partners.	Programs that encourage healthy living for newborns and their parents	Klinic	Create space for these programs Have qualified personnel to provide these supports	Design and carry out programs aimed at expectant parents and newborn children	Newborns will have a healthy start	Annual surveys of programs and health of participants’ infants
3f) Training with support for Fathers and mothers young and old on being a parent	Programs that encourage responsible parenting	John Howard Kateri Mission – better fathering	Work with partners to design and carry out responsible parenting programs with a focus on fathers.	Learn from and network with programs that are working Discuss where the need and opportunity is greatest Design a program and implement and a pilot.(2006-2007)	Responsible parenting will create a better household environment for young people	Annual surveys of programs Number of programs Number of people starting Number finishing
	Programs that encourage responsible parenting	PPP parenting classes Aurora Family Centre	Create places to hold these programs and hire qualified personnel to train and support parents	(Many organizations are planning parenting classes based on the PPP system) 2007-2008	Responsible parenting will create a better household	Annual surveys of programs Number of programs Number of people

		Springs inner city			environment for young people	starting Number finishing
5) Develop and implement a community facilities plan						
Initiatives	Outputs (targets)	Partnerships	Strategies	Implementation tasks	Outcomes	Measurements and time lines
5a)MERC as a multi age multi-use recreational resource - improve within the building	To make MERC a more flexible use facility for Spence Neighbourhood	City – Community Services SNA	Create space for childcare during meetings Develop quite space for 6-12 year olds Develop the Gym and storage room into hangout space for older youth (13-17)	Cost out the installation of a sound proof curtain in the MPR room Find fund a , approval and install (2007) Develop one side of MPR space for child care and quiet space/computers crafts and books (2008) Together with city staff, Create a plan for one storage room adjacent to Gym to be use as sitting/music space for teens including where tables/chairs could be stored.(2009)	MERC will have more activities for residents of Spence Neighbourhood	Annual surveys and assessments of activities at MERC
5b)West End Cultural Centre – as a community resource for performance arts/film	To make WECC a venue for community based performances	WECC, Ellice Theatre, UofW	Construction of new centre that includes community space for use Develop partnerships	Community base initiatives (charrettes) to design a community-oriented performance space	WECC will serve as a venue for community based performance arts	Start 2005 land acquisition and fundraising Ist phase 2007-2008 2 nd phase 2009-2010

together with University of Winnipeg and Ellice Theatre			between community orgs that focus on performing arts			
5c) WiiChiiWaakanak center as a place for learning for all as well as strengthening aboriginal culture	To strengthen and to teach the non-Aboriginal population about Aboriginal culture	WiiChiiWaakanak	Assist WiChii – in developing appropriate programming for local aboriginal families and youth	Design and formulate Aboriginal cultural programs Design programs about Aboriginal culture geared to non Aboriginal residents	Existing Aboriginal culture will be strengthened; Non-Aboriginals will understand Aboriginal culture	Annual surveys of programs
5d) Local Schools as a place for families to learn together and for children to build skills	To teach entire families relevant skills	John M King School	Talk to schools and to division about using schools as a larger community resource	Work with schools to design and run skill-building programs for students and parents	Schools will serve as learning centres for children and their families	Annual surveys of programs and participants
5e) Sherbrook Pool, YWCA and Duckworth – as accessible health resources.	To ensure that health/recreation facilities are accessible to members of community	Sherbrook Pool, UofW, YMCA	Develop long term community access to quality facilities	Work with facilities to ensure their accessibility to members of community	Facilities such as YMCA will be accessible to residents of Spence Neighbourhood	Annual evaluation of residents who use these facilities
5f) Access or find transportation to Organized Sports and facilities –Basket Ball, Base Ball, Soccer, Hockey, Lacrosse	To ensure that residents will have access to athletic facilities not immediately available in neighbourhood	MERC WiiChiWaakanak and U of W JMK Tec Voc	Gym? Base Ball Field? Soccer Field? Hockey Rink? Lacrosse Field?/Gym?	Work with partners to design and carry out effective transportation program	Residents will have access to athletic facilities not available in Spence Neighbourhood	Annual surveys of those who use such transportation to Organized Sports and facilities
5g) Work with all local facilities to develop an overall recreation/arts	To ensure that all residents will have access to a variety of	Local Arts and sport communities WiiChiwakanak	Development of facilities geared towards the local community	Create an inventory of existing community recreation facilities and	Quality recreational facilities will be	Plan is presented to city and supported. (2009)

<p>facilities plan for the community</p>	<p>quality recreational facilities</p>	<p>MERC – City of Wpg recreation and community services Sherbrook Pool Wpg Libraries YWCA Oriels Local Schools U of W WECC Ellice theatre-NLM Lutheran Mission St Matthews Maryland PFS</p>		<p>related services (2007)</p> <p>Work with partners to design and develop community-based recreation and arts facilities (2008-2009)</p>	<p>an attractive feature of Spence Neighbourhood</p>	
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Notes on Health and Wellness

While health and wellness was identified as an area of need at the beginning of the planning process the information gathering process SNA embarked on did not focus on health as a separate issue because there was a there was a community health consultation being carried out in the West Central area – of which Spence is the eastern edge also during the summer of 2006. This consultation grew out of the Healthy Living Program which is a partnership program between St Matthew’s Maryland Community Ministry, Klinik and Spence Neighbourhood Association. The consultation focused on health in a holistic way and was carried out in a similar manner to the Spence plan; with information gathered at larger community events and focus groups as well as a survey of existing information.

All of the 5 health issues identified by the consultation are addressed in the Spence plan and referenced below:

Preliminary Conclusion about Health Priorities in the West Central Area: (Freya Arnason) – also see Appendix B.

- 1) **Safety/crime (See Safety and Neighbourhood Image and Greening)**
 - people simply do not feel safe outside– particularly at night - some people feel trapped in their homes, afraid to venture outside - especially children and seniors, but also adults.
 - This concern about physical safety contributes significantly to high stress levels, which have very negative effects on health
 - Suggestions from residents to improve this have been more foot patrols, better lighting, more green space where community members can meet and make the area feel safer, cameras in parks etc.

- 2) **Physical environment (See Housing and Neighbourhood Image and Greening)**
 - This includes pollution, graffiti, green space, streets/roads, litter, garbage pick-up and disposal and availability of decent affordable housing

- 3) **Food Security (See Community Economic Development)**
 - Eating healthy is perceived to be too expensive – fruit, vegetables and meat are not affordable on a regular basis
 - Social Assistance checks only stretch so far. Many people feel they spend their food money on rent.
 - People in the community are aware that eating healthy is important and understand that it involves staying away from fast food and eating lots of fruits and vegetables. However, translating healthy living into reality is difficult because of the expense and the time and effort required. One woman in a focus group said *“I have six kids. The youngest ones already don’t live with me. It would take all day for me to go to each store in the neighbourhood to get the cheapest fruits, vegetables and healthy food. I don’t know recipes to make healthy food. I want my kids to be healthy, but it is hard.”*
 - Some people have said that they wish the food banks could provide a better selection of healthy food.

- Current assets are the community cupboard, food banks, the healthy living program, cooking programs, preserve group
- 4) **Healthy Childhood/Recreation and programming (See Recreation, Participation and some parts of Safety)**
- This covers the need for childcare in the area and respite.
 - It means more parenting classes and teaching/helping parents to cope with all the stresses in their lives.
 - After school and weekend recreation programs so kids have somewhere safe to go
 - It was very clear in the focus groups that parents in the area are very afraid of losing their kids – to gangs, violence, crime, drugs and Child and Family Services – resentment toward CFS is very high
 - There need to be more programs and recreation for children and youth like the ones offered at MERC – MERC has a friendly, welcoming environment and people like to go there
 - Family activities are important
 - Education is an important part of a healthy childhood, and the drop-out rate in this neighbourhood is perceived as too high – also there should be better job training for youth and adults – good job helps parents to be healthy and healthy parents have healthy children
- 5) **Community Involvement (See Participation and Recreation and Neighbourhood Image and Greening)**
- Community gathering places are an asset – MERC, WCWRC, MaMawi, St.Matthew’s were repeatedly recognized as healthy assets in the community. They are also places that offer a range of services and help in one location, which is important in this community
 - People feel healthy when they are involved – enjoy opportunities to volunteer, learn new skills, meet new people
 - There should be more outreach and better advertising for the existing programs and services in the community. Some people are afraid to access these services because they assume that they must go through CFS
 - Green space is related to community involvement – people working together, being outside together in groups makes the streets feel safer, people really enjoy the street festivals and knowing their neighbours makes them feel safer.

Final Note: This study focused on a wide range of health determinants. Community residents immediately understood the correlation between these various health determinants and being healthy. Although we have identified 5 (preliminary) community health priorities, it is essential to note that all of these health priorities, as well as ones not listed are interrelated. They are often dependent on each other. Many of the barriers to being healthy in this community are directly or indirectly related to poverty. As such, a holistic approach to community development may be the most promising way to create a healthier community. Health, poverty and community development are not separate issues.

Appendix A:

Spence Neighbourhood Green Plan a Five Year Strategy

**Submitted to City Centre Community Committee
For presentation on September 6th, 2005
By the Spence Neighbourhood Association**

Table of Contents

Research Paper: Support for Green Space 3

Health... 3

Learning...4

Safety...5

Environmental Responsibility... 5

Social Capital & Community Development... 6

The Green Plan: A Five Year Strategy 8

Introduction ... 8

Site List ...9

Timelines ... 9

Maintenance Plan ... 15

Funding Sources ...16

References 17

Spence Neighbourhood Green Plan - Support for Green Space

Greater investment in urban parks and green spaces is certainly worthwhile; not only does it add value to regeneration, renewal and housing development, it also contributes to saving costs in other policy areas (e.g. healthcare, education and environmental management), and contributes to better overall use of public resources. (Office of the Deputy Prime Minister of England, 2002)

Urban green space is incredibly important to the life and vitality of cities. Beyond sustaining property values and adding to the revitalization of the community there are many areas where accessible inner city green space assists in achieving the goals that the City of Winnipeg and its citizens work to achieve. Spence Neighbourhood Association has identified 5 areas of particular importance to residents and visitors to our neighbourhood that would be addressed through a long-term commitment to green space in our community. Those areas are health, safety, learning, environmental responsibility, and the development of social capital.

Health

Green space makes communities more liveable. We see the evidence of this as new communities being proposed are sold on the idea of being walkable communities, with wide boulevards, trees and park space. Trees and urban green space enhance a community's economic stability by increasing property values and attracting businesses.

The vitality of a neighbourhood is closely linked to the physical and mental health of the residents. The Population Health Promotion approach focuses on creating conditions that make healthy choices easy choices. It is an approach that addresses health inequalities and looks at root causes rather than symptoms in striving to improve the health status of an entire population. This approach recognizes the importance of the physical environments impact on health (Manitoba Health, 2003). Green space has been proven to play a significant role in improving health.

The Attention Restoration Theory (ART) proposes that natural setting meets all four of the characteristics of recovery from attentional fatigue which increases a person's irritability, proneness to mistakes and lowers a person's ability to concentrate and solve problems. By creating escape for urban dwellers, urban green space engages the mind through the observation of ecosystems, provides paths, life and foliage to explore, provides fascination and the diversity provides high opportunity for personal compatibility to the environment, all of which contribute to the revitalization of an individual's health. (T.R. Herzog et al., 1997) Further more, Kuo (2001) found a link between green space in the inner-city and the opportunity for residents to increase their self-sufficiency. Individuals who had some nearby vegetation were significantly more effective in managing their major life issues than their counterparts living in barren environments.

Physical health is also directly affected by the presence of green space. Asthma incidents increase in urban communities where trees are eliminated in favour of new roads, homes or commercial developments. Trees remove or trap lung-damaging dust, ash, pollen and smoke from the air and filter thereby reducing the conditions that cause asthma. (Georgia Forestry Commission)

People are more inclined to get outdoors and exercise when their surroundings are greener. Logically, greater physical activity leads to fewer cases of obesity, which in turn may help reduce other health problems such as heart disease and diabetes. (Georgia Forestry Commission)

Learning

Green, growing environments contribute significantly to the ability to concentrate and to learn. Taylor, Kuo and Sullivan (2002) found that girls living in an inner-city low income housing project, in homes with a view of trees and maintained green space scored higher on concentration tests than girls living in areas of the same complex where green space had been paved over. The Spence Neighbourhood has one of the highest population densities in the city, which can make green space hard to access. These findings prove a green view plays a significant role in decreasing juvenile delinquency. The girls living with a green view scored higher on concentration, inhibiting initial impulses and delaying gratification all of which are important forms of self-discipline, which is seen to curb juvenile delinquency and teen pregnancy while also increasing academic achievement.

When parents of ADD children were asked what activities had helpful impacts on their child's attention deficit symptoms, Taylor, Kuo and Sullivan (2001) found that 85% (17 out of 20) activities which take place in green outdoor settings were listed as the best activities while 57% (69 out of 122) activities which take place in non-green settings were listed as the worst activities. One parent further observed that when she took her son to a local park for 30 minutes before school he had a better attitude towards going to school and his schoolwork improved. The parent hypothesised that this was because the time at the park was pleasurable, peaceful, quiet and calming.

Experimental study results, testing children's activities in natural environments also showed considerable improvements in motor fitness. (Office of Deputy Prime Minister of England, 2002) The diversity of the natural landscape met the needs of the children for varied and stimulating play. Evergreen Canada's Learning grounds program recognises that greened schoolyards create meaningful play and learning grounds which are safe, gender neutral and less hostile for students than traditional hard tops. Teachers also note reduced classroom management problems increased enthusiasm for teaching and learning as well as new curriculum connections when natural environments are present. In our west central neighbourhood where schools have limited resources, students face many barriers to continuing education and truancy is high, the community plans to use green space to play a crucial role in fostering healthy children and youth. In the long term, the gardens will be used as an educational tool by local schools who have limited outdoor space and the various after school programs.

Safety

Visibility decreases crime and more "eyes on a street" make a safer community. Kuo and Sullivan (2001) suggest that green space in inner-city neighbourhoods encourage more outdoor activity and there by increase "eyes on the street". The Spence Neighbourhood Association has experienced that greened outdoor spaces will not only bring people outside but also facilitate community connecting. The opportunity for neighbours to meet each other at near-by play spaces with benches or at community gardens is made possible by the presence of these spaces. Through these opportunities relationships are created which build a safer community.

It has been commonly understood that dense vegetation contributes to crime or at least the fear of crime. Criminals have admitted that dense vegetation can provide cover. At the same time studies have suggested people feel fearful in densely vegetated areas but safe in open mowed areas. The key then becomes understanding the difference between dense vegetation and open vegetation. Dense vegetation, which can be seen as unsafe, includes large shrubs, thick underbrush and dense woods all of which decrease visibility and can contribute to crime. On the other hand well maintained grassy areas, widely spaced high canopy trees, flowers, vegetables or low growing shrubs have proven to decrease crime.

A greener environment contributes to a reduction in crime. Analysis by Kuo and Sullivan (2001) reveals that trees and grass around a building decreased the number of crimes reported to police in a low-income housing project in Chicago. The greener a building's surroundings were the fewer the total crimes. Certainly, the Spence community saw a shift in resident and visitor attitude as vacant lots that were dangerous eyesores were turned into gardens and green space, changing a liability into a community asset.

Environmental Responsibility

The urban city centres are like heat islands. Buildings, asphalt, and concrete absorb solar radiation and then reemit it as heat, causing the air temperature of the city to rise 5 to 9 degrees warmer than surrounding areas. Plants have been shown to reduce the urban heat island effect, directly by shading heat-absorbing surfaces, and indirectly through evapotranspirational (ET) cooling.

Green spaces play an active role in countering various forms of urban pollution. Trees can combat air pollution, which is concentrated in cities, a single tree can absorb as many as 1000 dust particles per litre of air. Trees or shrubs can also absorb excess city noise pollution. As well an urban tree has been found to absorb 5 to 10 times more carbon than rural trees. (Canadian Forestry Association, 2001)

The Spence Community Gardens are currently acting as community composting locations. In 2004 several compost workshops involved community members and in 2005 the compost bins are being actively used. Residents fill the bins with the appropriate materials and volunteer to turn the material. Older compost has been added to the community gardens to enrich the soil and grow food. As indicated in a recent article in the *Winnipeg Free Press* recycling organic waste decreases the amount of garbage at the landfill thereby decreasing costs to the City. By composting in our own neighbourhood the Spence community is further cutting costs and creating a resource, which is maintained through the existence of community green space.

Urban areas, like our community, are dense with impermeable hard surfaces. Soil and vegetation act like sponges to absorb rainwater and reduce the volume and rate of run off. Urban green spaces play a vital role in absorbing excess water, particularly in flash floods, thereby reducing the demand on failing resources of the infrastructure.

Social Capital and Community Development

Many aspects of urban green space create increased opportunity for the development of social capital; “connections, networks, reciprocity and trust (Putnam, 2000),” between community members. However, community gardens and small parks are critical because in Spence they create the kind of social capital that bridges naturally formed groups, “that is most essential for healthy public life in an increasingly diverse society like ours”: “the kind of social capital that is hardest to build.”(Better Together, 2005)

In our very diverse neighbourhood where meetings and other forms of verbal or written communication in English are a staple of community decision making we see a very different group of committed community members breaking ground in community gardens. Under represented groups are finding their role in the community by sharing information, resources, skills, and creating relationships through their involvement in the hands on decision making within community gardens. Some of these people will eventually bridge the gap from the garden to the meeting room. Others will draw more outsiders into the community through gardens and green space. Still others will build a safer, healthier more beautiful community through their work in the gardens and other green spaces. Wherever our gardeners chose to be it is evident that gardens and green spaces are creating community leaders, building a unique kind of social capital and pulling quiet voices into the community decision making process.

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The Daniel McIntyre Ward, which Spence is part of, has the lowest percentage of Open Space and is the only electoral ward in the city with no surplus open space. Major commuter roads, such as Ellice and Sargent Avenues, which lead to the central business district, further limit access to green space by acting as barriers to existing parks and playgrounds.

Assuming the standard planning measurement of 3.86 acres of park space per 1000 people, the Spence community has been measured as having a park space deficit of 12.3988 acres. There is no way to achieve a standard park space area within the community. The only possible compensation to the lack of park is to create small pocket parks or gardens which can be accessed by children and adults.

Community Planning Processes

Five years ago the Spence Neighbourhood Association created a housing plan. In that plan residents recognized that green space was an integral part of a healthy, desirable, community. At that time they set the goal of creating a community green space plan in 2004 and 2005. The following green space plan is what has been created. It has been spurred on by recent developments that have made it necessary to identify vacant lots which are critical gardens and green spaces in the community, but also includes the improvement of small park spaces and the potential of a greened walkway along a traffic route. Central to the decision making in this community planning was the fact that the Spence community more than any other residential community in Winnipeg is dissected by commuter traffic routes. Accessibility to green spaces without having to cross major thoroughfares was set out as an important goal.

Spence Neighbourhood Green Plan Support for Green Space

Green space in any community allows neighbours to connect. This is a vital part of combating the negative effects of isolation and the fear of crime. In order for our community to be viable for families and enjoyable for everyone, green space has to be a priority. As growth continues through the city it is important that SNA remain committed to the goal of maximising green space.

The following outlines the annual goals of the next five years; identifying key lots for development and protection into green space. It is important to notice that some goals are expected to take more than one year and are therefore stated in more than one year.

Year one is identified as the calendar year of 2005. The SNA Board of Directors has approved the outline below in concept. A more detailed year by year work plan will be developed through community consultation on an annual basis.

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The Spence community is seen by this plan as the boundaries of the SNA. These are from Balmoral to Agnes Street and from Portage Avenue to Notre Dame Avenue. Within this area there are many types of green space. For the purpose of this plan the green spaces, both existing and planned are placed into four categories, as listed below.

- 1) Community garden lots consist of city owned vacant lots that have, over the last seven years been converted into community gardens and small grassed areas.
- 2) Tot lots/parks to improve are small spaces that are currently zoned as city park. All 5 locations require considerable upgrades or improvements. In one case, although the zoning is in place, the lots are currently used as a gravel parking lot.
- 3) The Cumberland Corridor exists as a series of small green spaces that were created when Notre Dame Avenue was split into two one way streets. There is potential to transform this awkward set of green triangles into a biking and walkway that could serve commuters as well as the Spence community.
- 4) The final category is a list of 3 spaces that the community did not see immediate need to improve. However, there are small improvements and maintenance needed in these spaces on an ongoing basis.

Spence Neighbourhood Green Plan Site List

The following list includes currently recognized green spaces or parks as well as a list of addresses, which have been selected through community consultation as green space to be protected.

1. Community Garden lots
 - 483/485 Young
 - 607/611 Langside
 - 435/437 Furby
 - 637/639 Maryland
 - 350/354 Agnes
 - 547 Furby
 - 559 Langside
2. Tot lots/ Parks to improve
 - Furby Park/Tot Lot
 - Maryland/Wellington Tot Lot
 - Spence/Cumberland Tot Lot
 - Jacob Penner Park
 - Sherbrook lots
3. Park Corridor (Cumberland)
4. Existing spaces to be maintained as is
 - John M King School yard
 - MERC park
 - Vietnamese Park

Spence Neighbourhood Green Plan Timelines

Year 1 – 2005

Winter

- Start discussion with interested community partners on an Aboriginal cultural park and find a suitable location.
- Assist planning and resource development for new play structure at Jacob Penner Park

Spring

- Work with the city to have 435/437 Furby included as part of the MERC park space
- Work with housing committee and SNA board to develop a sustainable plan for ongoing maintenance of designated lots with a CED focus. See appendix for maintenance plan

Summer

- Consult neighbours on the properties either side and across the street of lots not already zoned for park to obtain written support.
- Secure agreement from the City of Winnipeg through WHHI that community gardens will not be sold or built on until such time as a community garden policy exists.

Fall

- Initiate discussion with the city regarding lease agreements for city owned lots to be designated as green space.

- Initiate Furby Park/Tot lot development through consults with individual residents to collect ideas and a community meeting to discuss strategy for development into multi-use area.
- Develop further staff resources

Year 2 - 2006

Winter

- Work with the City of Winnipeg developing a community garden policy.
- Develop resources for ongoing maintenance of gardens/ green spaces
- Continued work on the revitalization of Jacob Penner Park

Spring

- Provide a clear standard for maintenance of green spaces that uses CED principles
- Continually build volunteer gardening teams
- Work on developing Furby Park/Tot Lot

Summer

- Continued movement towards an Aboriginal Cultural garden; secure location, devise plan for ownership and begin development
- Finalize agreement with City for all City owned lots designated as green space/gardens. Community Priorities: 637/639 Maryland, 607-611 Langside, 483/485 Young 350/354 Agnes.
- Develop a lighting plan for lots designated as green space

Fall

- Build partnerships to use green spaces to educate youth. Initiate communication with educational institutes, including U of W, RRC, U of M and public schools. Focus on increasing learning and training in green space, ecology, agriculture and sustainability and other related fields.
- Hold a community meeting to plan future, evaluate process so far

Year 3 - 2007

Winter

- Pursue further funding opportunities for Greening and Image projects
- Further development of maintenance resources
- Continued evaluation and implementation of maintenance plan

Spring

- Begin Community planning process for development of Sherbrook Park and community greenhouse, hold community meetings
- Development of the Aboriginal Cultural garden

Summer

- Continued work on lighting plan for green lots designated as park space and improve lighting and signage in existing park spaces

- Finalization of Furby Park and re-opening celebration

Fall

- Continued work of Jacob Penner Redevelopment phases 2 and 3
- Development of green spaces in to education settings, work with established partners
- Hold a community meeting to plan future, evaluate process so far

Year 4 - 2008

Winter

- Secure lease or partnership agreement with city for 559 Langside and 547 Furby
- Continued development of maintenance resources
- Continued development of resources for greening projects

Spring

- Designate site for community green house
- Continued work on revitalization of Jacob Penner Park

Summer

- Create plan for Sherbrook park development and seek out resources

- Continued work on lighting plan including implementation
- Evaluation of maintenance needed, fences paths etc.

Fall

- Identify 4-5 more lots, possibly boarded houses to set aside for future Green Space
- Implementation of green spaces as education sites
- Hold a community meeting to plan future, evaluate process so far

Year 5 - 2009

Winter

- Develop plan for additional lots designated in year four
- Investigate options for installing water onsite at gardens
- Develop further resources for Sherbrook Park development

Spring

- Look at promoting gardens for additional uses including learning grounds for elementary schools and community recreation programs.
- Develop a plan to provide on site water to gardens

Summer

- Construct Sherbrook park as community plan indicates
- Secure water sources for all protected community Gardens

Fall

- Completion of Jacob Penner Park re-development
- Community Meeting to plan future, evaluate process so far

Spence Neighbourhood Green Plan

Maintenance Plan

Lot Care Tender Program

- A shared project of the Housing and Image Committee
- At the end of the winter the tender will be advertised using the Skills bank, the SNA newsletter and other community tools
- The tender will request proposals that encourage community economic development
- The tender will request proposals to use organic methods whenever possible.
- Through this program we expect vacant lots to be cut and maintained 2 times per month

Urban Green Team/ First Job for Youth

- Local youth will be hired to develop professional work place skills

- The team will do initial prep and clean up of community gardens
- The team will take on several community beautification projects throughout the summer
- The program supports community economic development
- The program contributes to the safety of our neighbourhood by involving the youth in it's upkeep.

Volunteer Gardeners

- A database of all local gardeners will be maintained
- A community of gardeners sharing resources will continually cultivates new gardeners to carry on the work as others move on
- Gardener appreciation events will be held annually
- Newsletters and workshops will be used to pass on skills and facilitate information sharing between gardeners
- Resources will be collected and shared through the gardening community
- Information sharing between other communities will be encouraged

Cost - Maintenance of small lots - approx \$5000 /year plus volunteer labour and green team labour and assistance from City Parks Department.

Budgets and Funding Sources

Budgets

Creating and maintaining community green space can be costly and complicated. Budgets would be developed using the results of community consultation. The chart below outlines the money raised so far for green space development.

Site	Date	Cost
Furby Park Improvements	1999 –2001	\$30, 000
Small Parks and Gardens	1999 – 2005	\$36, 000
Jacob Penner Park Play Structure	2005	\$97, 600
		\$ 163,600

Over the last 6 years approximately \$36,000 has been invested into creating small green spaces in the community – both gardens and small parks The cost of setting up a small green space is in the range of \$5000.00-\$10,000.00 depending on the size. This includes, levelling, grass, fences, paths and benches. This investment has already gone into the small garden/green space lots listed in the green plan.

Funding Sources

Municipal: City of Winnipeg -community incentive grants program

Provincial: Neighbourhoods Alive! – neighbourhood renewal program, Community Places, Sustainable Development Innovation Fund

Federal: Eco-Action – Environment Canada

Private/ Corporate: Winnipeg Foundation, Thomas Sill Foundation, TD Friends of the Environment, Canadian Wildlife Federation, Evergreen, Manitoba Hydro – Forest enhancement program

In Kind: Local greenhouses, garden centres and gardeners contribute to in kind donations of plants

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Appendix A:

Spence Neighbourhood Green Plan a Five Year Strategy

**Submitted to City Centre Community Committee
For presentation on September 6th, 2005
By the Spence Neighbourhood Association**

Table of Contents

Research Paper: Support for Green Space 3

Health... 3

Learning...4

Safety...5

Environmental Responsibility... 5

Social Capital & Community Development... 6

The Green Plan: A Five Year Strategy 8

Introduction ... 8

Site List ...9

Timelines ... 9

Maintenance Plan ... 15

Funding Sources ...16

References 17

Spence Neighbourhood Green Plan - Support for Green Space

Greater investment in urban parks and green spaces is certainly worthwhile; not only does it add value to regeneration, renewal and housing development, it also contributes to saving costs in other policy areas (e.g. healthcare, education and environmental management), and contributes to better overall use of public resources. (Office of the Deputy Prime Minister of England, 2002)

Urban green space is incredibly important to the life and vitality of cities. Beyond sustaining property values and adding to the revitalization of the community there are many areas where accessible inner city green space assists in achieving the goals that the City of Winnipeg and its citizens work to achieve. Spence Neighbourhood Association has identified 5 areas of particular importance to residents and visitors to our neighbourhood that would be addressed through a long-term commitment to green space in our community. Those areas are health, safety, learning, environmental responsibility, and the development of social capital.

Health

Green space makes communities more liveable. We see the evidence of this as new communities being proposed are sold on the idea of being walkable communities, with wide boulevards, trees and park space. Trees and urban green space enhance a community's economic stability by increasing property values and attracting businesses.

The vitality of a neighbourhood is closely linked to the physical and mental health of the residents. The Population Health Promotion approach focuses on creating conditions that make healthy choices easy choices. It is an approach that addresses health inequalities and looks at root causes rather than symptoms in striving to improve the health status of an entire population. This approach recognizes the importance of the physical environments impact on health (Manitoba Health, 2003). Green space has been proven to play a significant role in improving health.

The Attention Restoration Theory (ART) proposes that natural setting meets all four of the characteristics of recovery from attentional fatigue which increases a person's irritability, proneness to mistakes and lowers a person's ability to concentrate and solve problems. By creating escape for urban dwellers, urban green space engages the mind through the observation of ecosystems, provides paths, life and foliage to explore, provides fascination and the diversity provides high opportunity for personal compatibility to the environment, all of which contribute to the revitalization of an individual's health. (T.R. Herzog et al., 1997) Further more, Kuo (2001) found a link between green space in the inner-city and the opportunity for residents to increase their self-sufficiency. Individuals who had some nearby vegetation were significantly more effective in managing their major life issues than their counterparts living in barren environments.

Physical health is also directly affected by the presence of green space. Asthma incidents increase in urban communities where trees are eliminated in favour of new roads, homes or commercial developments. Trees remove or trap lung-damaging dust, ash, pollen and smoke from the air and filter thereby reducing the conditions that cause asthma. (Georgia Forestry Commission)

People are more inclined to get outdoors and exercise when their surroundings are greener. Logically, greater physical activity leads to fewer cases of obesity, which in turn may help reduce other health problems such as heart disease and diabetes. (Georgia Forestry Commission)

Learning

Green, growing environments contribute significantly to the ability to concentrate and to learn. Taylor, Kuo and Sullivan (2002) found that girls living in an inner-city low income housing project, in homes with a view of trees and maintained green space scored higher on concentration tests than girls living in areas of the same complex where green space had been paved over. The Spence Neighbourhood has one of the highest population densities in the city, which can make green space hard to access. These findings prove a green view plays a significant role in decreasing juvenile delinquency. The girls living with a green view scored higher on concentration, inhibiting initial impulses and delaying gratification all of which are important forms of self-discipline, which is seen to curb juvenile delinquency and teen pregnancy while also increasing academic achievement.

When parents of ADD children were asked what activities had helpful impacts on their child's attention deficit symptoms, Taylor, Kuo and Sullivan (2001) found that 85% (17 out of 20) activities which take place in green outdoor settings were listed as the best activities while 57% (69 out of 122) activities which take place in non-green settings were listed as the worst activities. One parent further observed that when she took her son to a local park for 30 minutes before school he had a better attitude towards going to school and his schoolwork improved. The parent hypothesised that this was because the time at the park was pleasurable, peaceful, quiet and calming.

Experimental study results, testing children's activities in natural environments also showed considerable improvements in motor fitness. (Office of Deputy Prime Minister of England, 2002) The diversity of the natural landscape met the needs of the children for varied and stimulating play. Evergreen Canada's Learning grounds program recognises that greened schoolyards create meaningful play and learning grounds which are safe, gender neutral and less hostile for students than traditional hard tops. Teachers also note reduced classroom management problems increased enthusiasm for teaching and learning as well as new curriculum connections when natural environments are present. In our west central neighbourhood where schools have limited resources, students face many barriers to continuing education and truancy is high, the community plans to use green space to play a crucial role in fostering healthy children and youth. In the long term, the gardens will be used as an educational tool by local schools who have limited outdoor space and the various after school programs.

Safety

Visibility decreases crime and more "eyes on a street" make a safer community. Kuo and Sullivan (2001) suggest that green space in inner-city neighbourhoods encourage more outdoor activity and there by increase "eyes on the street". The Spence Neighbourhood Association has experienced that greened outdoor spaces will not only bring people outside but also facilitate community connecting. The opportunity for neighbours to meet each other at near-by play spaces with benches or at community gardens is made possible by the presence of these spaces. Through these opportunities relationships are created which build a safer community.

It has been commonly understood that dense vegetation contributes to crime or at least the fear of crime. Criminals have admitted that dense vegetation can provide cover. At the same time studies have suggested people feel fearful in densely vegetated areas but safe in open mowed areas. The key then becomes understanding the difference between dense vegetation and open vegetation. Dense vegetation, which can be seen as unsafe, includes large shrubs, thick underbrush and dense woods all of which decrease visibility and can contribute to crime. On the other hand well maintained grassy areas, widely spaced high canopy trees, flowers, vegetables or low growing shrubs have proven to decrease crime.

A greener environment contributes to a reduction in crime. Analysis by Kuo and Sullivan (2001) reveals that trees and grass around a building decreased the number of crimes reported to police in a low-income housing project in Chicago. The greener a building's surroundings were the fewer the total crimes. Certainly, the Spence community saw a shift in resident and visitor attitude as vacant lots that were dangerous eyesores were turned into gardens and green space, changing a liability into a community asset.

Environmental Responsibility

The urban city centres are like heat islands. Buildings, asphalt, and concrete absorb solar radiation and then reemit it as heat, causing the air temperature of the city to rise 5 to 9 degrees warmer than surrounding areas. Plants have been shown to reduce the urban heat island effect, directly by shading heat-absorbing surfaces, and indirectly through evapotranspirational (ET) cooling.

Green spaces play an active role in countering various forms of urban pollution. Trees can combat air pollution, which is concentrated in cities, a single tree can absorb as many as 1000 dust particles per litre of air. Trees or shrubs can also absorb excess city noise pollution. As well an urban tree has been found to absorb 5 to 10 times more carbon than rural trees. (Canadian Forestry Association, 2001)

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3. Park Corridor (Cumberland)
4. Existing spaces to be maintained as is
 - John M King School yard
 - MERC park
 - Vietnamese Park

Spence Neighbourhood Green Plan Timelines

Year 1 – 2005

Winter

- Start discussion with interested community partners on an Aboriginal cultural park and find a suitable location.
- Assist planning and resource development for new play structure at Jacob Penner Park

Spring

- Work with the city to have 435/437 Furby included as part of the MERC park space
- Work with housing committee and SNA board to develop a sustainable plan for ongoing maintenance of designated lots with a CED focus. See appendix for maintenance plan

Summer

- Consult neighbours on the properties either side and across the street of lots not already zoned for park to obtain written support.
- Secure agreement from the City of Winnipeg through WHHI that community gardens will not be sold or built on until such time as a community garden policy exists.

Fall

- Initiate discussion with the city regarding lease agreements for city owned lots to be designated as green space.

- Initiate Furby Park/Tot lot development through consults with individual residents to collect ideas and a community meeting to discuss strategy for development into multi-use area.
- Develop further staff resources

Year 2 - 2006

Winter

- Work with the City of Winnipeg developing a community garden policy.
- Develop resources for ongoing maintenance of gardens/ green spaces
- Continued work on the revitalization of Jacob Penner Park

Spring

- Provide a clear standard for maintenance of green spaces that uses CED principles
- Continually build volunteer gardening teams
- Work on developing Furby Park/Tot Lot

Summer

- Continued movement towards an Aboriginal Cultural garden; secure location, devise plan for ownership and begin development
- Finalize agreement with City for all City owned lots designated as green space/gardens. Community Priorities: 637/639 Maryland, 607-611 Langside, 483/485 Young 350/354 Agnes.
- Develop a lighting plan for lots designated as green space

Fall

- Build partnerships to use green spaces to educate youth. Initiate communication with educational institutes, including U of W, RRC, U of M and public schools. Focus on increasing learning and training in green space, ecology, agriculture and sustainability and other related fields.
- Hold a community meeting to plan future, evaluate process so far

Year 3 - 2007

Winter

- Pursue further funding opportunities for Greening and Image projects
- Further development of maintenance resources
- Continued evaluation and implementation of maintenance plan

Spring

- Begin Community planning process for development of Sherbrook Park and community greenhouse, hold community meetings
- Development of the Aboriginal Cultural garden

Summer

- Continued work on lighting plan for green lots designated as park space and improve lighting and signage in existing park spaces

- Finalization of Furby Park and re-opening celebration

Fall

- Continued work of Jacob Penner Redevelopment phases 2 and 3
- Development of green spaces in to education settings, work with established partners
- Hold a community meeting to plan future, evaluate process so far

Year 4 - 2008

Winter

- Secure lease or partnership agreement with city for 559 Langside and 547 Furby
- Continued development of maintenance resources
- Continued development of resources for greening projects

Spring

- Designate site for community green house
- Continued work on revitalization of Jacob Penner Park

Summer

- Create plan for Sherbrook park development and seek out resources

- Continued work on lighting plan including implementation
- Evaluation of maintenance needed, fences paths etc.

Fall

- Identify 4-5 more lots, possibly boarded houses to set aside for future Green Space
- Implementation of green spaces as education sites
- Hold a community meeting to plan future, evaluate process so far

Year 5 - 2009

Winter

- Develop plan for additional lots designated in year four
- Investigate options for installing water onsite at gardens
- Develop further resources for Sherbrook Park development

Spring

- Look at promoting gardens for additional uses including learning grounds for elementary schools and community recreation programs.
- Develop a plan to provide on site water to gardens

Summer

- Construct Sherbrook park as community plan indicates
- Secure water sources for all protected community Gardens

Fall

- Completion of Jacob Penner Park re-development
- Community Meeting to plan future, evaluate process so far

Spence Neighbourhood Green Plan

Maintenance Plan

Lot Care Tender Program

- A shared project of the Housing and Image Committee
- At the end of the winter the tender will be advertised using the Skills bank, the SNA newsletter and other community tools
- The tender will request proposals that encourage community economic development
- The tender will request proposals to use organic methods whenever possible.
- Through this program we expect vacant lots to be cut and maintained 2 times per month

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- Local youth will be hired to develop professional work place skills

- The team will do initial prep and clean up of community gardens
- The team will take on several community beautification projects throughout the summer
- The program supports community economic development
- The program contributes to the safety of our neighbourhood by involving the youth in it's upkeep.

Volunteer Gardeners

- A database of all local gardeners will be maintained
- A community of gardeners sharing resources will continually cultivates new gardeners to carry on the work as others move on
- Gardener appreciation events will be held annually
- Newsletters and workshops will be used to pass on skills and facilitate information sharing between gardeners
- Resources will be collected and shared through the gardening community
- Information sharing between other communities will be encouraged

Cost - Maintenance of small lots - approx \$5000 /year plus volunteer labour and green team labour and assistance from City Parks Department.

Budgets and Funding Sources

Budgets

Creating and maintaining community green space can be costly and complicated. Budgets would be developed using the results of community consultation. The chart below outlines the money raised so far for green space development.

Site	Date	Cost
Furby Park Improvements	1999 –2001	\$30, 000
Small Parks and Gardens	1999 – 2005	\$36, 000
Jacob Penner Park Play Structure	2005	\$97, 600
		\$ 163,600

Over the last 6 years approximately \$36,000 has been invested into creating small green spaces in the community – both gardens and small parks The cost of setting up a small green space is in the range of \$5000.00-\$10,000.00 depending on the size. This includes, levelling, grass, fences, paths and benches. This investment has already gone into the small garden/green space lots listed in the green plan.

Funding Sources

Municipal: City of Winnipeg -community incentive grants program

Provincial: Neighbourhoods Alive! – neighbourhood renewal program, Community Places, Sustainable Development Innovation Fund

Federal: Eco-Action – Environment Canada

Private/ Corporate: Winnipeg Foundation, Thomas Sill Foundation, TD Friends of the Environment, Canadian Wildlife Federation, Evergreen, Manitoba Hydro – Forest enhancement program

In Kind: Local greenhouses, garden centres and gardeners contribute to in kind donations of plants

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Appendix B:
Excerpts from the West Central Community Health Assessment – November, 2006

Contents:

EXECUTIVE SUMMARY

Project Background

Project Goals

Summary of Results

Top Healthy Aspects

Top Unhealthy Aspects

Top Activities to Improve Health

Top 5 Overall Priorities

Safety and Crime

Physical Environment

Healthy Lifestyle

Healthy Childhood

Community Involvement

Analysis

Final Word

Executive Summary

The West Central Health Assessment Project was a six month research project designed to identify the health priorities of the West Central Community of Winnipeg. The goal of the project was to develop a report that could assist funding agencies and service providers to develop programs and services that addressed the health needs and priorities of West Central community residents.

The project was started at the request of funding agencies who were receiving many applications for funding related to health from community organizations and service providers in the West Central area. The health assessment was overseen by a steering committee, who, together with the project coordinator, developed a research design. This design included the use of health promotion material, surveys, collaboration with other community consultation processes, as well as 10 key informant interviews and 8 focus groups with diverse groups within the community. A final meeting was held in early November to bring the results back to the community and provide an opportunity for further community input. This information was analyzed and is presented within this report. A summary of the finding is provided below.

Top 5 Overall Community Health Priorities

- 1) Safety and Crime
- 2) Physical Environment
- 3) Healthy Living/Food Security
- 4) Healthy Childhood
- 5) Community Involvement

Common Themes

- 1) ***Poverty*** was a theme that was a key factor in each of these priorities identified by the community. It was likely not identified as a priority in and of itself by participants because it is a reality that affects EVERY aspect of their lives. It was discussed frequently and appears to be at the root of most of these concerns.
- 2) ***Stress and Mental Health*** was another theme that was present throughout the health assessment. Again, it is a reality that touches every aspect of people's lives – a by-product of poverty. For many people in this community, just surviving and meeting basic needs is stressful.

Project Background

In recent years, service providers have seen an increasing need for health and health determinant-related programming and services. Funders have seen a rise in applications for funds for such programs. The West Central Health Assessment ran from May 2006 to November 2006. It was initiated by four partner organizations (Klinik Community Health Centre, St. Matthew's Maryland Community Ministry, Spence Neighbourhood Association and the Diocese Aboriginal Ministry), who wanted to develop a health promotion/priority plan with community and collateral service providers to address health promotion, community building and program sustainability in the West Central Community. Funding for the project came from Neighbourhoods Alive!

Project Goal

The primary objective of the project was to develop a report that identifies the health priorities of the West Central Community. This report is intended to be used to help funding agencies and program and service providers in future planning, priority setting and resource development. This can promote healthy living in the West Central Community. These priorities were determined through a series of community focus groups, key informant interviews and surveys.

Summary of results

Top healthy aspects of the community

- 1 Community involvement - opportunities to volunteer, knowing people, feeling like part of a community increases feelings of safety, self-esteem and health
- 2 Gathering spaces with programs - Churches like St.Matthews, MERC, Schools, Mamawi, West Central Women's Resource Centre, and others
- 3 Street patrol, safe walk programs

Top unhealthy aspects of the community

- 1 **Crime and violence** - sex trade, fear of being 'jumped', gangs, murders, groups of violent children, drug dealers, vandalism, theft – all make people feel unsafe and increase stress levels in the community. There is particular concern for the safety of children, seniors and women and this fear increases at night

- 2 **Physical environment** - poor housing, not enough good safe green spaces, garbage on streets, graffiti, poor roads and sidewalks
- 3 **Discrimination/Racism** -specifically towards Aboriginal people – it is hard to get a job, people make incorrect negative assumptions, feel harassed by security in stores
- 4 **Addiction** – all kinds of addiction cause a variety of social and economic problems in the community, contribute to crime, dysfunction in families, and increased stress levels)
- 5 **Stress/Mental health** -many people struggle with depression, and stress levels are very high. People are concerned about safety, trying to cope with addictions, having enough money to meet basic needs, losing their kids to gangs, violence, drugs and CFS, etc.

Top activities to improve health in the community

- 1 **Make the community safer** – more lights, more street patrols, community watch, police, safe places for people (especially kids) to go at night, increase recreation for youth
- 2 **Clean up the community** – better garbage disposal, pick up litter, get rid of graffiti, more community gardens, change vacant lots into green space, fix roads and sidewalks
- 3 **More programs** – resources for parents of children of ALL ages, family programs and excursions, more drop-ins with extended hours (late at night and weekends), more respite, programs to help adults relax and deal with stress, more recreation for children and youth. “healthy start is great, but you are not always pregnant”
- 4 **Food Security** - social security checks do not allow for all basic needs – especially the purchase of expensive healthy foods like lean meats, fruits and vegetables. Healthy food is not as accessible in the West Central Area as it is in other areas – the stores are more expensive and transportation to other areas is difficult and time consuming. Many people in this area know what healthy eating is, but have a very hard time incorporating it into their lives. Junk food is cheaper and easier, the kids don’t complain. Some people don’t have the time to cook, or don’t know recipes. Others, particularly Aboriginal people, have stated that some people perceive “healthy eating” as “eating like a white man”. Cultural sensitivity is an important aspect of food security.
- 5 **Promote racial tolerance** – through education and community gatherings

1) Safety/Crime

- People do not feel safe outside– particularly at night. Some people feel trapped in their homes, afraid to venture outside - especially children and seniors, but also adults.
- Gangs, violence, theft, vandalism, sex trade and drugs are all serious concerns of residents.
- This concern about physical safety contributes significantly to high stress levels, which have very negative effects on health.
- Suggestions from residents to improve this have been more foot patrols, better lighting, more green space where community members can meet and make the area feel safer, cameras in parks etc..

2) Physical Environment

- This includes availability of decent affordable housing for both renters and owners, grants to improve housing, control over slum landlords, rent control.
- Cleaner streets and sidewalks with less graffiti, litter and better garbage removal.
- More safe green space and parks where children can play and adults can gather – keep drugs and gangs out of the parks.
- Better lighting
- Improved quality and maintenance of the streets and sidewalks

3) Healthy Lifestyle/ Food Security

- Eating healthy is perceived by residents to be an essential part of a healthy lifestyle. It is also perceived to be too expensive – fruit, vegetables and meat are not affordable on a regular basis, and social assistance checks only go so far. Many people feel they spend their food money on rent.

- Reasonably priced healthy food is not as accessible in this community and transportation to cheaper stores is not practical or easy.
- People in the community are aware that eating healthy is important and understand that it involves staying away from fast food and eating lots of fruits and vegetables. However, translating healthy living into reality is difficult because of the expense and the time and effort required. One mother said *“I have six kids. The youngest ones already don’t live with me. It would take all day for me to go to each store in the neighbourhood to get the cheapest fruits, vegetables and healthy food. I don’t know recipes to make healthy food. I want my kids to be healthy, but it is hard.”*
- Current assets identified by the community are the community cupboard, food banks, the healthy living program, community gardens, cooking programs, preserve group, and others. Residents have expressed a desire for more of these kinds of programs.
- Residents said that a healthy lifestyle also involves being active, staying away from unhealthy habits like addictions and crime, having good relationships and feeling connected to other people
- More free and accessible exercise/recreation programs, and relationship and stress workshops would be helpful. Programs like healthy start are wonderful, but need to be extended

4) **Healthy Childhood**

- There is a need for more childcare and respite in the area. Stat
- More parenting classes for parents with kids of all different ages and teaching/helping parents to cope with all the stresses in their lives. ** People perceive that there is a need for OTHER parents to have parenting classes, not themselves. Traditional parenting classes are not often successful in this neighbourhood – however programs like healthy start are very popular and should, perhaps to extended and expanded.*
- It was very clear in the focus groups that parents in the area are afraid of losing their kids – to gangs, violence, crime, drugs and Child and Family Services – resentment toward CFS is very high

- More programs and recreation for children and youth like the ones offered at MERC – MERC has a friendly, welcoming environment and people like to go there. More after school and weekend recreation program are needed, so kids have some place safe to go. 24 hours a day, 7 days a week. More free programs at places like Sherbrook Pool.
- Family activities are important so parents get involved. Especially desired are outings to show children different and interesting things
- Education is an important part of a healthy childhood, and the drop-out rate in this neighbourhood is perceived to be too high.
- Better job training for youth and adults – good job helps parents to be healthy and healthy parents have healthy children

5) Community Involvement

- Community gathering places are an asset – MERC, WCWRC, MaMawi, St. Matthew's were repeatedly recognized as healthy assets in the community. They are also places that offer a range of services and help in one location, with familiar people who they know and trust - which is important in this community
- People feel healthy when they are involved – enjoy opportunities to volunteer, learn new skills, meet new people
- There should be more outreach and better advertising for the existing programs and services in the community. Some people are afraid to access these services because they assume that they must go through CFS
- Green space is related to community involvement – people working together, being outside together in groups makes the streets feel safer, people really enjoy the street festivals and knowing their neighbours makes them feel safer.

Analysis

- The community had no problem seeing health from a broad perspective and easily connected health to various aspects of well-being.
- There were differences between perceptions of individual health and community health. When asked what made them healthy/unhealthy, people identified healthy eating, physical activity, stress, personal connections and healthy habits as the most important factors. When asked specifically about health in the community people identified safety/crime, parenting, healthy childhood, physical environment and poverty as key factors.
- Safety and Crime and Physical Environment were by far the top 2 priorities identified by the community. The other 3 priorities in the top 5 are fairly interchangeable in terms of order of importance to the community.
- Many people suggested that parenting classes were needed in the community – for other parents, never for themselves. However, it is likely that many of the people who would benefit most from such classes, would not choose to attend. Service providers have also said that traditional parenting classes do not work well in this community. The popularity of programs like Healthy Start, suggest that the extension of a program like this might be more appropriate for this community. It is felt that there is a lack of programs for parents with kids age 5 to 12 years.
- There were many similarities between the priorities identified by the West Central health assessment and the findings of other recent community consultations. Safety/Crime, Community Involvement and Physical Environment were the most common themes.
- Diversity and variety of programs were seen to contribute to healthy community. Co-location of programs was seen to be advantageous because it limited transportation and logistic difficulties for community residents (example: MERC, St.Matthew’s, MaMawi, Women’s Resource Centre)
- All of the issues discussed in this report are interrelated. Together they shape the health of the people in the community. By improving one area, positive effects may be far reaching. It has been suggested that helping people cope with stress may lessen the prevalence of addiction, which may help people be better parents, have healthier children, and get better jobs. Increased respite for parents, implemented in a positive way, may also improve quality of life for both children and parents. Better quality housing may decrease depression levels and improve respiratory ailments, which may allow people to be more physically active, which will have a long term effect on their health.
- Health is related to all aspects of our lives. By working to improve the quality of life for people in the West Central Community, we are also working toward creating a strong and healthy community.

Unifying themes

Each one of the community's top 5 priorities is related to the issue of **poverty**. While some participants identified poverty as the underlying root of the health issues in the community, most people discussed poverty only in relation to other determinants of health. Income levels in the community do not stretch far enough to cover the basic necessities or allow for a sense of security. In order to help the community reach its full health potential, this root problem needs to be addressed.

Stress is the other unifying theme of the results. It is a by-product of poverty and a very real problem for residents of the West Central community. Many participants feel like they don't ever get a reprieve from the stress in their lives. Numerous people said that they don't know how to cope with their stress and that they often end up coping by turning to addictions.

Applying the Results

- The final health assessment report will be distributed to service providers and community organizations in order to help them set priorities and develop programming that meets the health priorities of the West Central community.
- Presentations of the findings of the health assessment will be held for funders, to help them make decisions regarding services and programs in the West Central area
- This report may serve as the basis for coordination and discussion amongst funders, community organizations and various levels of government
- Results could be used to inform, focus and coordinate community health policy and new initiatives

Policy Implications

Community priorities and people who were interested in them. The report highlights the community priority areas for which service providers may want to support. Service Providers and funders could use this as input while mandate, timing and duration of this direct what policy directions can be taken and will vary, there are some areas that come though as strongly indicated and focused for future policy. Addressing poverty, crime and safety and community involvement. Safety and Crime Collocation could be achieved by

This study focused on a wide range of health determinants. Community residents immediately understood the correlation between these various health determinants and being healthy. Although we have identified 5 (preliminary) community health priorities, it is essential to note that all of these health priorities, as well as ones not listed are

interrelated. They are often dependent on each other. Many of the barriers to being healthy in this community are directly or indirectly related to poverty. As such, a holistic approach to community development may be the most promising way to create a healthier community. Health, poverty and community development are not separate issues.

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Key Informant Interviews
Focus Groups
Project Survey Data