

Spence Neighbourhood

FIVE-YEAR PLAN

2016-2021





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The **Spence Neighbourhood Association** works with the people of Spence to revitalize and renew their community in the areas of Holistic Housing, Community Connecting, Community Economic Development, Environment and Open Spaces, and Youth and Families.

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INTRODUCTION

This Spence community five-year plan comes from a process of community strategizing and goal setting for the period from 2016-2021.

As a function of Spence Neighbourhood Association's governing documents, it consults regularly with community about direction, methodologies, outcomes, and evaluation; its board and committees are populated by community residents, and it recruits feedback and evaluative information about its work from the people participating in its programs and receiving its services.

The organization works towards community-driven ends in collaboration with individuals, families, organizations, businesses, institutions, schools, governments, foundations, and other funders.

As a result, this document points a way forward for any/all local efforts intended to serve local community interests — including Spence Neighbourhood Association's official work.

"I've been involved with the Spence Neighbourhood Association since 2005 because I saw what they're doing, I connected with what they're doing, and I decided that I wanted to be an ongoing voice in this community to ensure that all that all the members of this community have rights and equality."

- Gerry Berard



METHODOLOGY

Community consultations for this plan were launched in early 2016. Guided by committees of community members, Spence Neighbourhood Association staff began holding focus groups, community surveys, and interviews and recording the feedback.

In August, a consultative team of Kate Sjoberg, Jill Ramsay, Becky Thiessen, and Anna Weier were brought on to help bring the information together. A steering committee was established to guide their work, which included:

Jamil Mahmood

(Spence Neighbourhood Association)

Gerry Berard

(Spence Neighbourhood Association)

Lorie English Derbecker

(West Central Women's Resource Centre)

Genny Funk Unrau

(Klinic and West End Commons)

Jarita Greyeyes

(Wii Chiiwakanak Learning Centre and the University of Winnipeg)

METHODOLOGY

A community-wide survey was launched to prioritize broad goals for five focus areas of work: Holistic Housing, Community Connecting, Environment and Open Spaces, and Youth. Over 260 surveys were completed, and resulted in the following priorities:

▲ Youth

- Increase opportunities for education and work
- Improve life for vulnerable youth
- Build a sense of belonging for children and youth

▲ Community Connecting

- Improve physical safety
- Increase social safety for all
- Make spaces safer

▲ Housing

- Increase housing affordability
- Improve the experience of safety in local rooming houses and apartments
- Improve and support relationships between landlords, tenants, and homeowners

▲ Community Economic Development

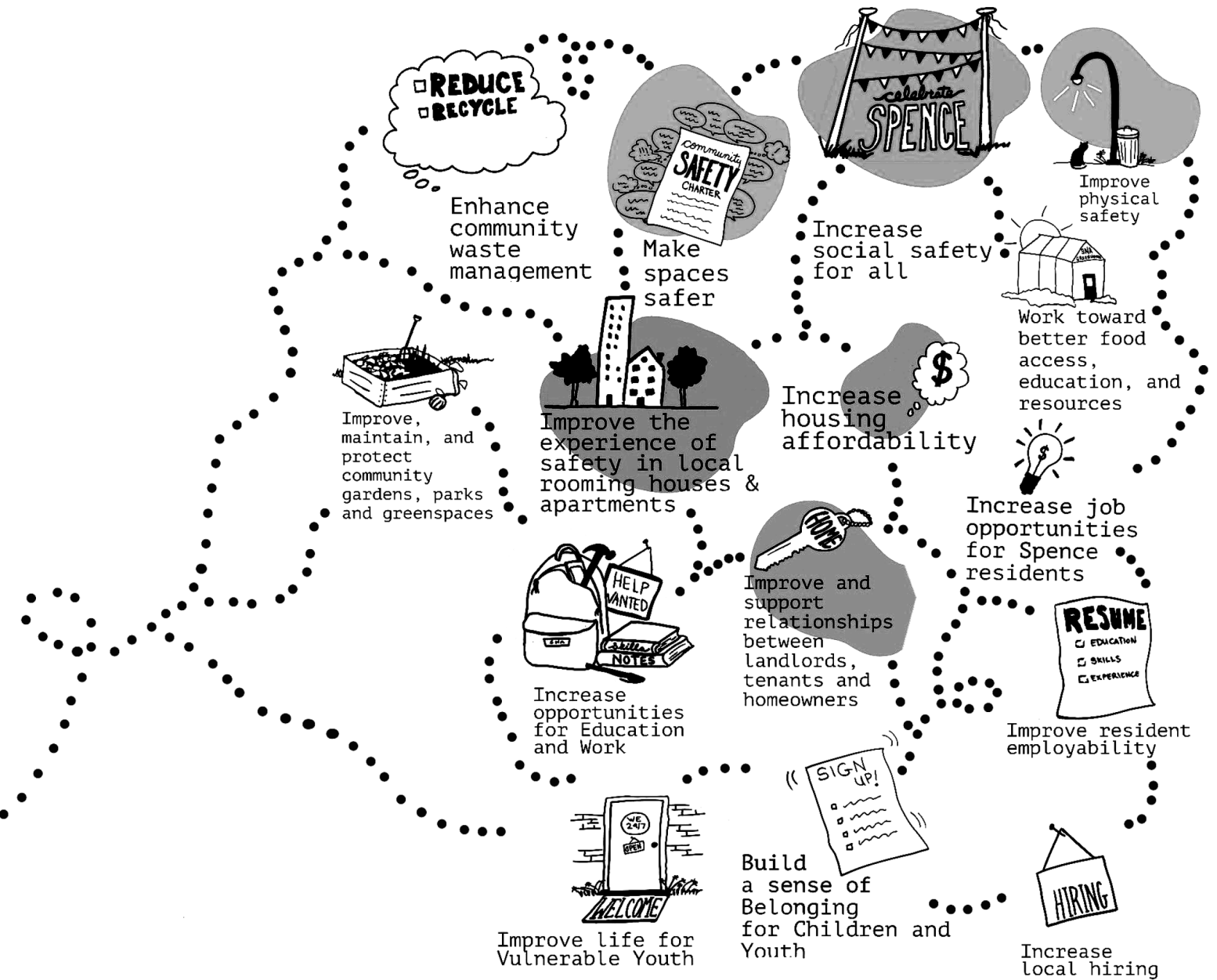
- Increase local hiring
- Improve resident employability
- Increase job opportunities for spence residents

▲ Environment and Open Spaces

- Improve, maintain and protect community gardens, parks, and greenspaces
- Enhance community waste management
- Work toward better food access education and resources

Following the community survey, the consultant team, staff, and community committee members worked to organize the information gathered into strategies and outcomes for 2021.







A draft plan was presented to the community at the SNA offices on October 22, 2016. Feedback offered there was incorporated into the goals, activities, and outcomes.

Finally, meetings were set up with partner organizations to review the plan and find out how their work is likely to contribute to the outcomes outlined here.

The SNA board approved the plan to go to the membership at the October 25, 2016 board meeting.

As a community-driven plan, it is open to adjustment if/as circumstances change. As opportunities or new challenges come up, residents may offer feedback showing that different approaches are worth pursuing.

The following document is organized as a compilation of seven parts.

The first part offers background and historic priorities and ways Spence tends to do its work. It then positions the neighbourhood plan in the context of broader scale directional documents: Our Winnipeg, Age-Friendly Communities, Winnipeg, the Truth and Reconciliation Commission Calls to Action, and the Phoenix Sinclair Inquiry. The Steering Committee considers these documents relevant to work in the neighbourhood either in the plan's ability to significantly boost chances of reaching neighbourhood goals and/or in the neighbourhood's ability to contribute towards the collective responsibilities and goals offered by these documents.

Then each of the five sections of work are laid out. Staff for each area of work were heavily involved in creating these individual sections, and it is important to recognize Kayla Penelton (Community Economic Development), David Heinrichs and Cotel MacIntosh (Environment and Open Spaces), Isabel Jerez (Holistic Housing), Marieke Brunelli and Kristen Wiltshire (Community Connecting), and Mubo Ilelaboye and Lin Howes (Youth Programming) for their work in bringing this information together.

Finally, this plan features special input from Joan Hay and Gerry Berard. Joan and Gerry are familiar faces in the neighbourhood, long-standing residents, and community leaders. Both have made contributions to local organizations and projects, and have offered their own initiatives for the well being of the community. Both have contributed heavily on SNA's Board of Directors in executive positions at differing and overlapping times. We're grateful for their stories and reflections, which readers will find throughout the document, offering perspectives on how far the neighbourhood has come, what to pay attention to, and what steps we should take next.

**HOW
WE
WORK**



COMMUNITY ECONOMIC DEVELOPMENT

The Spence neighbourhood has been using Community Economic Development (CED) as an approach for nearly 20 years. As an economic development model, CED strives to meet multiple bottom lines in place of the solely profit-driven model of traditional economic development. As such, a CED approach can work to increase employment, access to good food, and safe housing in a neighbourhood all at the same time — often by, for example, employing local people to grow food, or build/fix homes.

We heard residents say that they continue to affirm CED as a positive and useful approach to continue to employ to eliminate poverty and increase social equality.

What is Community Economic Development?

A number of Manitoba communities, including Spence neighbourhood, have long followed the Neechi Foods Worker Co-op principles as a way of doing community economic development. This way of working centres around community control, engagement, and direction, and works to multiply local investment towards local benefit, while closing off the holes that allow resources to “leak” out of the community.

Here are the principles:

- ▲ Use of locally produced goods and services
- ▲ Production of goods and services for local use
- ▲ Local re-investment of profits
- ▲ Long-term employment of local residents
- ▲ Local skill development
- ▲ Local decision-making
- ▲ Public health
- ▲ Physical environment
- ▲ Neighbourhood stability
- ▲ Human dignity
- ▲ Support for other CED initiatives

ANTI-COLONIALISM

As a community we are aware of and working with the negative impacts of colonialism. SNA understands that the same forces of colonization that resulted in residential schools are at play today, resulting in Indigenous residents being more negatively impacted by poverty, child and family services, incarceration, barriers to education and employment, and housing. In addition, many Indigenous individuals and families suffer the intergenerational trauma of the experience of residential schools, sometimes without knowing that this experience is in their family's history.

Conversely, many non-Indigenous residents have a lack of information about the legacy of colonialism in Canada and how it has controlled access to resources by ethnicity, and shaped socio-economic relationships throughout the country between Indigenous and non-Indigenous citizens.

At base, we note the thrust of Eve Tuck and Wayne Yang's work "Decolonization is not a metaphor," specifically their statement: "Decolonization brings about the repatriation of Indigenous land and life; it is not a metaphor for other things we want to do to improve our societies and schools."¹ As we work to support health and equal access to education, services, and employment for all residents in Spence, we also note the ongoing and specific injustices experienced by Indigenous residents specifically related to forced separation from land and life, and we support movement towards addressing this primary structural problem.

¹ Tuck, Eve; Yang, K Wayne. Decolonisation is not a Metaphor in Decolonisation Indigeneity, Education and Society Vol 1, No 1 (2012).

“Decolonization brings about the repatriation of Indigenous land and life; it is not a metaphor for other things we want to do to improve our societies and schools.”

- Eve Tuck & Wayne Yang

HOW WE WORK



ANTI-POVERTY

Working to eliminate poverty is at the centre of our work. Poverty is at the root of so many local challenges, and resolving poverty would make so many other local challenges easier to address.

RELATIONSHIP FOCUSED

We see relationships as the vehicle for building a healthier neighbourhood. Our ideas come from within our community, and we work together to meet our goals. Respect, appreciation, and communication are practices we use to ensure inclusive discussions, planning, and collaborative work.



HARM REDUCTION

Harm reduction is a non-judgemental ethic that prioritizes the self-identified interests and defined well being of an individual over moral reasoning, prescriptive protocols, or other externally imposed requirements. It values all community members and works holistically to assess and support healthier choices according to where the community member is at.

RESTORATIVE JUSTICE

Another way we value community members is by working from a standpoint of restorative justice. Relationships are about providing ways for people to make amends for mistakes, while maintaining relationships (where this approach is embraced by a victim). The Magnus Eliason Recreation Centre, which houses SNA youth programs, operates with a restorative justice model to support individual and community learning around relationship building, learning from mistakes, and not giving up on people.

ASSET BASED

We look for what is going right in our community. Where are our strengths, assets, and resources? Everyone is a part of this. We all have skills we can contribute to our collective goals. We know that when we build with our strengths, it brings out our best. And it's smart. It brings more people into the work — like the saying goes, "you attract more bees with honey than with vinegar." With a good base established of who's involved and what they can offer, we have begun and will continue to diversify our skill sets to meet more challenges. Our community is built on the assets of our members; each person who lives, works, or volunteers in the neighbourhood increases our capacity. We work from an asset- and strength-based approach that uses all available resources to make our community the best place possible.

TREATY ONE

As a backdrop to a community-planning process we take note of the responsibilities negotiated through the ongoing Treaty One land-sharing relationship. As articulated by Aimee Craft in her book *Breathing Life into the Stone Fort Treaty*, the intentions of those Indigenous representatives participating in the treaty process were akin to sharing the land as if “eating from a plate together.”² In other words, the bounty and benefit of the land would be actively shared by those party to the treaty through ongoing conversations and relationships to ensure that careful, informed, considerate, and collaborative stewardship would maintain health and wellness for the land and inhabitants alike.

The Treaty remains active. Yet, in 2017, we observe few official non-Indigenous representatives in active use of these principles and guidelines in any official way. Given that the Treaty One relationship includes land of which Spence neighbourhood is a part, it is worthwhile asking questions like:

- ▲ How do Indigenous people who live in Spence relate to the Treaty? What about those who are a part of the communities of the original signers to the Treaty?
- ▲ What about those who are not a part of those communities? And, those who do not know their connection to their community? Do they see a relationship to Treaty One, and any rights or responsibilities associated with it?

Further, the following questions must be considered :

- ▲ Does the Treaty provide, in the context of an urban Winnipeg neighbourhood, direction to implement its intentions and expectations as interpreted by Craft?
- ▲ If so, is a conversation regarding land and resources accessible within and for the Spence community, and their good faith usage towards shared health and wellness of its inhabitants warranted?
- ▲ Is it possible and useful for a conversation to be structured with Indigenous and non-Indigenous residents towards an understanding and practice of what it means to “eat from the same plate” in present-day Winnipeg?

We are certain that a community-planning process and ongoing collaborative work can more explicitly offer practice in response to these questions. We offer these questions in the interests of supporting ongoing discussion and movement towards answers.

² Craft, Aimee. *Breathing Life Into the Stone Fort Treaty: An Anishinabe Understanding of Treaty One*, page 110, Purich Publishing Limited, Saskatoon 2013

**WELCOME
TO
SPENCE!**

Spence neighbourhood is on historic Anishnaabe, Nehiyawak, Dakota, Nakota, and Dene lands, and the Métis homeland. Its namesake, James Spence, was a farmer who worked the lands on which the neighbourhood is now located. Spence's settlers intermarried with Indigenous community members — reportedly in part to benefit from their knowledge of how to live through cold winters.

Indigenous residents of Spence have maintained a consistent presence throughout the neighbourhood's formation and existence, and continue to actively shape the neighbourhood, despite having often been the most vulnerable to housing barriers and displacement. Some who have found and/or maintain ties to First Nations communities outside the city split time between the community and the city, or they support children or great grandchildren to do so, and so may call more than one place home.

Many of the longest standing homeowners are first-generation Portuguese and Filipino residents who have spent their working lives in their homes, and are now moving on to retirement homes and to live with family.

More recent immigrants and refugees from the Phillippines, Ethiopia and Eritrea, Afghanistan, South Sudan, and, even more recently, Syria, also make a home in the neighbourhood, getting to know Canada in an area of the city close to services and education, and where housing is more affordable. A number of Spanish speakers are also historic community members, and the 2011 census noted 50 first-generation immigrants from Mexico.

Students at the University of Winnipeg offer a strong presence in the neighbourhood- in increasing numbers as the university both expanded, and bought and maintained housing for students in the neighbourhood under President Constance Rooke, and later with President Lloyd Axworthy, culminating most recently with the building of student housing at McFectors Hall, which contains a number of prioritized suites for students with families, as well as subsidized units.

Most houses in Spence today were built in and around 1905 by European immigrants moving south down Sherbrook Street and adjacent streets from settlements near the CPR tracks. At the time, the neighbourhood also had a significant population of Icelandic residents. The neighbourhood has maintained its working-class make up, though, and by the 2011 census, visible minorities made up nearly half of those surveyed, with 80% of respondents identifying as renters. We suspect that there has been a growth in homeowners and a loss of rental units since this measure due especially to condo conversions.



Markers of home for Spence residents include:

- ▲ Big, beautiful, century-old elm trees that line the streets running north to south
- ▲ Busy Ellice and Sargent Avenues with welcoming, small storefronts, services, and support organizations
- ▲ Sidewalks busy with pedestrians and lots of cyclists on the streets as this is a neighbourhood that prioritizes active transportation due to affordability
- ▲ Active community gardens and green spaces that include cut-throughs that make travel swifter through the long city blocks.
- ▲ Old, historic buildings and residences that have been adapted to many uses over the course of time
- ▲ Places where tragedy has struck, where people who have died used to live, and that are good to avoid
- ▲ The Magnus Eliason Recreation Centre, a hub for youth, now open 24/7
- ▲ Schools, beautiful old churches, the former legion, and the old Rose Theatre on Sargent

SOME HISTORY

**“Housing was the beginning of the SNA...
I believe they secured funding for environment and open spaces after that and then youth (programming) was still in its infancy in 2005, and all the belonging and youth activities were suddenly happening at the MERC. The teenagers!”
- Gerry Berard**

The divestment and decline in Spence and other inner-city neighbourhoods has been well documented, culminating in the 1990s.³ Poverty and safety issues were of critical concern with media headlines using terms like “murder’s half acre” and Langside being dubbed “gangside.”⁴

An important part of Spence’s challenges, and later revitalization, was property prices. In the mid-to late ‘90s and early 2000s, it wasn’t unusual to find properties for sale at as low as \$12,000. The low rents and housing prices made Spence a place where families with low incomes could afford to live and move to but not necessarily invest in their homes and certainly very few landlords were making investments. This contributed to further decline of the housing stock.

Community members organized around related interests to make things better. The Bear Clan was started in the West End in the ‘90s to keep people safe, for example. However, it was the work around housing that brokered government attention, and subsequent funding to scale up work. Inner City Home Ownership Inc. started out of a group of residents meeting above the Soap Opera Laundry on Sargent, and began with smaller projects of cleaning up backlanes, doing home repairs, and installing exterior lighting. They were able to achieve Winnipeg Development Agreement Funding, and later broker a core funding agreement through Neighbourhoods Alive! with necessary organizational changes to fit the community development aims of the program.

HISTORY (CONT'D)

With support from Neighbourhoods Alive! the organization had the ability to tear down dilapidated homes and build new ones, while supporting low-income buyers to secure forgivable loans for the down payment. A strong priority was making these new homes available to people who would otherwise have a hard time purchasing a new home on their own. As a part of the sale, and reflecting the interest of bringing stability to the neighbourhood community, the organization looked for families, and asked new owners to stay living in the home for a minimum of ten years.

Supporting community led-development, the organization put together its first neighbourhood-led plan. The priorities that came out of that consultation were much more holistic than simply working on housing, and over time residents worked through SNA and other local organizations to meet this holistic vision and keep going. And, over time, it has been shown that the momentum spurred by community leadership created conditions for both the University of Winnipeg and private enterprises to increase their investments in the neighbourhood.

The cumulative impacts of this work has led to a mixed bag of results — for example, the shift from divestment in the '90s to active investment can be seen as a positive change, including some renovations that have led to increased housing safety and health.

However, the impacts for a population that is 80% renters has been a decrease in affordability and, for many, a forced choice to sacrifice quality of life for rent costs, or even having to move.⁵

“One of our projects was ICAN Coffeehouse. ICAN was an acronym for Inner City Aboriginal Neighbours, which was an Indigenous group that had started up in the neighbourhood and the most famous thing they had was the coffee house. The late Percy Tuesday was our main performer but we also had Billy Joe Green and the late Chris Beach. Our good friend Carol Moore was the hostess and she was one of the original founding members. And we also came up with the idea of the Aboriginal Spirit Park, which eventually became reality — Chief Grizzly Bear’s Garden on Sherbrook. We’ve done quite a bit! It’s amazing to sit down and think about it.”

- Joan Hay

3. “People and Housing: A plan for Spence 2014-2016”. Spence Neighbourhood Association, 2014. 14

Toews, Owen. “From Revitalization to Revaluation in the Spence Neighbourhood”. Canadian Centre for Policy Alternatives, Manitoba 2010, (11)

Silver, Jim; Hay, Joan; Gorzen, Peter. “Aboriginal Involvement in Community Development: The Case of Winnipeg’s Spence Neighbourhood”. 2005 Available for download at <https://ccednet-rcdec.ca/en/toolbox/aboriginal-involvement-community-development-case-winnipegs> (4)

4. Nairn, Doug. “Murder’s Half-Acre.” *Winnipeg Free Press*, December 13, 1996, (1)

Scurfield, Maureen. “Biz Director is Determined Bad Reputation Will have a Happy Ending”. *Winnipeg Free Press*, July 15, 2012. Available for download at <http://www.winnipegfreepress.com/local/West-End-story-162512316.html>

5. Toews, Owen, *ibid.*, in addition to feedback in the housing survey and anecdotal reports from representatives at West Central Women’s Centre, Pregnancy and Family Support, and John Howard Society.

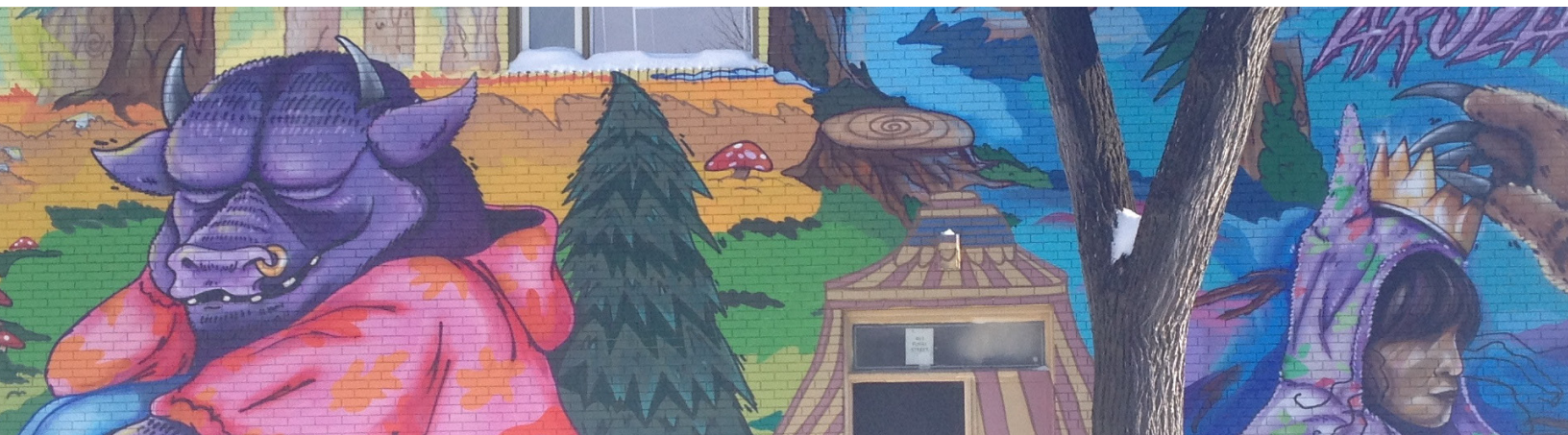
CURRENT CHALLENGES & NEIGHBOURHOOD OPTIMISM

The neighbourhood has changed a lot since the '90s. The boarded-up homes from that era are all but gone, for example. Public spaces are safer and healthier. Youth have access to a number of options in terms of after-school education and recreation to keep safe and develop their interests. Those living in the most unsafe situations are able to access supports through more than one organization. And relationships have strengthened through collaborative work between landlords, tenants, and supporting organizations, for example.

A lot is better in Spence. Yet, a lot has stayed the same, and some issues are arguably and demonstrably worse. Survey work revealed that residents believe that there needs to be a 24-hour safe space for all ages in the community due to the problem of hidden homelessness, as well as danger for those on the streets at night. The housing survey revealed concerns among renters about the threat of needing to move due to safety and the affordability of their homes. Anecdotally, we heard from two organizations that sexual exploitation is becoming even more concerning in the neighbourhood, as well as drug use and the increasing potential for overdose with the prevalence of fentanyl use and its hidden presence in other drugs.

The benefit of historic resident organizing and organizational collaboration in the area, however, is that the capacity of the neighbourhood to continue to evolve towards greater health and stability and to support youth to meet their goals is strong and continues to build. We saw two things in the consultations. The first is that residents expressed very little doubt that the goals they wish to see accomplished can be met. The second is that, despite scarcity of dollars and the growing bulk of work local organizations are taking on, organizations expressed much confidence that working together, and with the support of government and other funders, it would be possible to continue to grow and work towards solutions for current challenges.

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SPENCE NEIGHBOURHOOD BY THE NUMBERS

Total population: **4430**, an increase of **4%** from 2006

Age: Spence generally is home to a younger population than the rest of the city.

Language: Outside of English, the most spoken language in 2011 was **Tagalog (22.5%** of respondents), then **Vietnamese (8.1%)**, Ojibway (3.9%), and **Amharic** and **Cree** (both at **3.7%**). The category 'Other Languages' counted for **25.8%**.

Aboriginal people make up **23.8%** of the total population, however, it is noted in a number of pieces of research, and anecdotally, that this number is believed to be lower than reality.

Visible minorities include: **Filipino (18.3%)**, **Black (12%)**, and **Southeast Asian (5.9%)**.

Citizenship: **22%** of respondents reported not having Canadian citizenship. As for immigration, nearly half of these are from the Philippines. The next most popular places of birth are Vietnam (**7.4%**), Ethiopia (**7.1%**), and Mexico (**2.8%**).

Most current **immigrants** reported coming to Canada between **2006** and **2011 (30.9%)**, with 1.6% reporting arriving prior to 1971; yet there are **about equal numbers of first- and third-generation immigrants reporting in this study** (1,655 and 1,935, respectively).

Marital status: Spence residents 15 years of age or over are much **less likely to be married or living with a common-law** partner than the city average (**35.4%** compared to 53.7%).

Education: Spence residents are less likely to have a certificate, diploma, or degree than the city average (**26.1% compared to 19.8%**); and nearly half as likely to have a university degree above a bachelor level. However, Spence residents' propensity to hold a bachelor's degree is slightly higher than the city average (**15.7% compared to 15%**).

Employment: Spence residents have a lower participation rate than the rest of the city (**62.9%** vs 68.3%), and a lower employment rate (**57.1%** vs. 64.2%), as well as a higher unemployment rate (**9.2%** vs. 5.9%).

Average income in 2010 was reported at **\$19,627** for Spence residents and **\$38,159** for the city. In addition, nearly 46% of Spence respondents made less than **\$14,999** in 2010; and just over 60% of residents made less than \$19,999 that year. **Just over half of Spence residents were considered low income** based on the after-tax low income measure, in comparison to 16.6% of the city of Winnipeg.

The following planning and directional documents (Our Winnipeg, Age Friendly Communities Winnipeg, the Truth and Reconciliation Commission Calls to Action, and The Phoenix Sinclair Inquiry) are included in this plan to illustrate alignment between neighbourhood direction and broader calls for change, and the potential for synergies, collaboration, and further movement towards collective goals.

Selected in consultation with the steering committee, they are also included to draw readers' attention to items of collective responsibility, and motivate conversation and action.

PLANNING & DIRECTIONAL DOCUMENTS

OUR WINNIPEG

Our Winnipeg is produced out of a requirement of the City of Winnipeg Charter, and provides a 25-year blueprint for development. The purpose of referring to it here is that many priorities outlined in Our Winnipeg are reflected in the goals of Spence residents and their work to date. What's more, there are assets particular to Spence neighbourhood that can function to accelerate progress towards goals of better service and efficiency across Winnipeg.

The plan is broken into four sections. The following selects a few discussion points per section where goals with Spence residents align, where already active innovative approaches could be easily expanded to advance these goals, or where problem solving needs to happen to continue to advance towards shared goals.

COMPLETE COMMUNITIES

Our Winnipeg notes that complete communities

- ▲ celebrate diversity and provide housing options that accommodate a range of incomes and household types for all stages of life;
- ▲ provide options for accessing services, amenities, and community resources by ensuring that most of the daily necessities of life - services, facilities, and amenities — are readily accessible;
- ▲ enable a range of sustainable transportation options;
- ▲ provide options for local employment while recognizing that the downtown, airport lands, and designated employment zones will continue to be major centres of employment in the city;
- ▲ and will be a living, dynamic concept that recognizes the unique aspects that differ-

entiate one community from another.

Spence neighbourhood offers arguably one of the widest ranges of housing available in the city — rooming houses, student housing, pocket suites, housing with shared spaces such as at West End Commons, temporary housing for those on bail with the John Howard Society, shared dwellings, apartments, condos, public housing, accessible and visitable units and single-family homes, and more traditional (and inaccessible) single-family detached homes. Its proximity to downtown and other neighbourhoods means that there are many services, amenities, resources, and employment options within the neighbourhood and close by, as well as options for recreation, arts, and community engagement within the neighbourhood and in close proximity to the neighbourhood.

- ▲ A mature neighbourhood, as far as Our Winnipeg is concerned, it is also considered complete, or as close to complete as might be measured. However, consultations for this plan revealed a number of important caveats for policy makers and problem solvers to consider as we move forward:
- ▲ Low income residents continue to be pushed out, despite wanting to remain in the neighbourhood. This is due to safety concerns and undermaintained housing, costs of renovations being passed on to tenants who cannot afford them, lack of housing that meets needs (for example, accessibility, a growing family, or the need to care for parents), and simple rental increases.
- ▲ There is a strong and increasing need for low-income housing. We heard this from each organization we interviewed, and from tenants themselves. There are many

invisible homeless residents, including youth, seniors, and people with mental illnesses who need safe, affordable places to live, and would prefer to live in Spence.

- ▲ The aging population in Spence who have owned their homes, or lived in the neighbourhood for most of their life, need transitional options that are affordable and accessible.
- ▲ The older nature of the housing stock, combined with a population with lower average incomes than the Winnipeg average means that maintaining the housing stock to safe standards requires some measure of financial assistance.
- ▲ Access to healthy, nutritious food at an affordable price is a big challenge for many, despite the central location of the neighbourhood.

SUSTAINABLE WATER & WASTE

This direction of Our Winnipeg focuses on the following policy directions:

- water conservation and waste reduction
- providing cleaner, safer water to our citizens
- protecting local water quality and reducing impacts on the natural environment
- supporting long-term future growth and development
- improving service reliability and reducing costs by aligning service rates with the actual costs of delivering services

Water conservation: Social enterprises like Build and Manitoba Green Retrofit have recently shown that it's possible to achieve reduced costs, social enterprise jobs, and water conservation through large-scale (multi-unit) retrofits of Manitoba Housing. For several years, they have been active in making water and energy retrofits in Manitoba Housing and other residential units, with benefits to the landlord and tenants. It is worth the mu-

nicipal government considering partnering on an approach to benefit even more low-income tenants by configuring a similar water conservation program for low-income housing (and beyond) throughout the city. Such a program would decrease water usage and water infrastructure wear and tear. It would also fall in line with neighbourhood strategies for Community Economic Development — especially “Explore ways to support, develop, and enhance social enterprises.” Because it would also decrease utility costs for residents, it would also fall under a Holistic Housing goal: “Increase housing affordability”

Protecting water quality: Spence has been a leader in Winnipeg as a community that has prioritized the development and protection of greenspace for beauty, health, and environmental benefit. Water-specific projects have included adding rain barrel collectors to community gardens and supporting residents to collect their own rainwater runoff for garden use. Supporting community gardens by providing water access continues to be a priority for community residents (2017-2021 Green Plan). This project could be built upon — other cities have recognized the benefits of implementing green infrastructure to filter storm water runoff before it meets the sewer system, which both lessens the load on sewer infrastructure, and cleans runoff before it gets to the river.

Waste reduction: Spence neighbourhood features community composting sites at each of the local community gardens, and SNA provides regular public education on composting. Neighbourhood composting participants have included very active businesses, rooming house tenants, active gardeners, children, and more.

Enhancing community waste management was one of the SNA Environment and Open Spaces committee goals that community members prioritized through the consultation (2017-2021 Green Plan). In particular, exploring CED oppor-

PLANNING & DIRECTIONAL DOCUMENTS

tunities for managing community waste and increasing opportunities for disposing of trash, recycling, and composting correctly through education and physical infrastructure were named as strategies for waste management and waste reduction.

SUSTAINABLE TRANSPORTATION

The strategic goals for the sustainable transportation direction outline priorities of being

- ▲ integrated with land use;
- ▲ supporting active transportation;
- ▲ safe and efficient transportation of people, goods, and services;
- ▲ well-maintained transportation infrastructure; and
- ▲ a system that is financially viable.

Neighbourhoods that are denser in population, and feature combined uses and services in a small footprint are synergistic with a more efficient, effective public transportation service. Spence neighbourhood features high ratios of rooming houses, higher density rental options, higher density condos, and single-family dwellings on small lots, as well as a diverse set of businesses, non-profit organizations, and educational institutions along thoroughfares. What's more, many residents use active transportation as their primary way of getting around — often due to affordability, but sometimes by choice, especially given the neighbourhood's proximity to downtown and additional services, resources, and retail options. This is a prime location in the city to make not just public transportation work, but also support more accessible active transportation.

Spence has actively participated in improving active transportation in Winnipeg through the development of the Spence Green Plan, as well as active participation in the development of new cycling infrastructure implemented in recent years. As a neighbourhood with high levels of active transportation by necessity due to eco-

nomic means rather than choice, cut-throughs are a feature particular to Spence that aren't seen as much in other neighbourhoods, as well as reliance on cycling and, less often, cabs and public transportation.

Transportation is a different concern for women and those marginalized through intersecting oppressions, as travelling on foot can present safety hazards that are lessened when traveling by bike or car. Mothers transporting children, as well as those with disabilities, experience accessibility issues, especially in the winter on city sidewalks and crossways, and a more difficult time accessing public transportation. In fact, increasing neighbourhood safety and maintenance of physical infrastructure were mentioned a number of times as a priority for improving neighbourhood active transportation (2017-2021 Green Plan).

It is critical that public transportation costs be reduced. Current costs are unaffordable for many residents. However, accessibility and safety need to be improved as well. This could include better lighting at stops, provision for contact with emergency services at stops, and increased training for bus operators.

A SUSTAINABLE WINNIPEG

The fourth direction for Our Winnipeg is a sustainable Winnipeg. Some of the more relevant interests in this section for sustainability targets include improvements on green building standards, greenhouse gas reduction, and a residential toilet rebate Program.

There are critical gains to be made in these areas that are specific to Spence neighbourhood. Improving the built environment through green building standards can have positive impacts on health, safety, and ongoing cost (for example, wasted heating dollars in poorly insulated spaces) in both public and private spaces. Many residents in low-income housing talk about the impact of substandard and unsafe housing on their health, well being, and finances. What's

more, the implementation of green building standards and protocols have the potential to impact more people in neighbourhoods like Spence where we have multiple units per rooming house and apartment block, or multiple families living in shared dwellings. It will be important in the development and implementation of these standards that low-income people are not displaced as a result of much-needed improvements. Arrangements for improvements should not pass on the costs of improvements to tenants — many of whom are already paying well beyond 30% of their income housing

costs. All the same, a well-organized program to support greener buildings will have positive outcomes for landlords, investors, tenants, and the general public (through improved aesthetics and higher quality environment) alike.



Our Winnipeg is available at <http://www.winnipeg.ca/interhom/CityHall/OurWinnipeg>

AGE FRIENDLY COMMUNITIES

The City of Winnipeg is a part of the World Health Organization's Age Friendly Cities Project. At the time of signing, then-Mayor Sam Katz committed that the city would work cooperatively with health, education, mobility services, and community to ensure that our city is truly a place for all ages — a place where individuals from all age groups feel supported and included.⁶ In 2012, City Council endorsed the Winnipeg Age Friendly Initiative, and constituted the Mayors Age Friendly and Seniors Advisory Committee.

The initiative aims to make Winnipeg accessible for and inclusive to older citizens with a range of needs and capacities. It makes recommendations for Outdoor Services and Buildings, Transportation, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and Information, and Community Support and Health Services.

There is a strong theme in this document towards increasing accessibility for all. We heard,

especially in Housing consultations that accessibility and decreasing isolation is an increasingly important issue in the neighbourhood.

All the same, the document gestures strongly towards older residents. Given that older people living in Spence have on average fewer resources than other communities, while experiencing more challenges with housing that has become inaccessible or unsafe for them, many of the recommendations in the Taking Action sections of these recommendations would offer great benefit to Spence residents.

Based on our discussions with residents, the most relevant priority areas from the Age Friendly Winnipeg Document are the following. In addition, we are not including items that have already been acted on, unless consultations revealed the item should be enacted for even greater impact than currently being achieved.

Snow and Ice Control Policy: The City's snow

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and ice control policy makes specific note of the need for timely snow clearing in areas around seniors centres that aren't located on priority snow clearing routes. Spence relies strongly on active transportation, so timely snow clearing is important (2017 -2021 Green Plan) and can help to prevent isolation, and barriers to work, education, and critical services; especially for those with disabilities, or mothers traveling with children.

The Snow Angels Program: Launched in December 2013, the program encourages people to watch in their neighbourhoods for people who need assistance with snow removal, and then to lend a hand to clear driveways and sidewalks.

Transit System Improvements: Winnipeg Transit has undertaken a number of initiatives to improve both the performance and connectedness of Winnipeg's transit network. These include the launch of the rapid transit service on the South-west Transitway, which has increased speed and reliability and decreased transfer wait times; adjusted several routes, including Route 44 and Route 99, to offer better system interconnection and access to key neighbourhood destinations. Enhancements have been made at many Winnipeg Transit bus stops, including heated shelters, improved signage, real-time arrival displays and posting of route and schedule information.

Winnipeg Housing Policy: Adoption of a new City of Winnipeg Housing Policy that includes new partnership provisions, supports responsiveness to community needs and aligns with Universal Design policy.

Age-Friendly Housing: Continued support for housing projects and neighbourhood planning that provide homes and amenities for seniors. A wide range of collaborations have taken place, including working with not-for-profit organizations that offer life-leases and other means to ensure that seniors have access to affordable housing and the opportunity to remain in their

communities through their retirement years.

Intergovernmental Action on Housing: Actively working with the Province of Manitoba to address housing need in the City of Winnipeg. To date efforts have focused on neighbourhood revitalization, programs that encourage needed housing development and supports to build community capacity.

New Secondary Suites Opportunities: Adoption of new regulations pertaining to Secondary Suites. A Secondary Suite is a second housing unit added to a single lot. It can either be attached or detached from the existing house/dwelling and is generally smaller than the existing dwelling. The new regulations provide more options to those who are considering this form of housing, which can offer an inter generational and supportive housing option.

New Mixed-Use and Housing Opportunities: Creating new housing opportunities by permitting multiple family housing above the ground floor in some commercial districts. Mixing uses can create diverse housing, support walkability and, with more people on the street, enhance community safety.

Library Programs: Expanded computer training and other senior-friendly programs at City libraries – with promotion of resources for older adults to seniors serving organizations. Such programs need to continue to build in accessibility for low income residents, and especially those with compromised mobility.

Senior Travel Training Program: Winnipeg Transit offers a Senior Travel Training Program that is aimed at developing capacity for older adults using transit. Additionally, ongoing education and awareness campaigns around low floor buses, bus etiquette and new technology support an age-friendly public transportation system.

Lifelong Learning: Winnipeg Public Libraries continue to work with University of Manitoba, Lifelong Learning and Continuing Education Branch to promote their seniors programs. City libraries have been a host site for the University's Extended Learning on Nutrition for Seniors programming during Seniors Month.

Libraries in the Community: A special Institutional Deposit Service is available for Senior Serving Organizations and facilities and a Homebound Library Service is available that provides a monthly delivery of Library materials to individuals without the physical ability or social supports to access a library. A literacy and language program would increase uptake of this service in Spence.

The Age Friendly Winnipeg document also highlights the need to continue the following ongoing projects (listed are those more relevant to the feedback we received in the planning process):

- ▲ Coalition-Linking Action and Science for Prevention- a collaboration with the Winnipeg Regional Health Authority to reduce risk factors for chronic disease through the creation of healthy communities that support active transportation and physical activities.
- ▲ Continuing support for community garden and adopt-a-park projects.
- ▲ Examining possibilities for an adult activity structure.
- ▲ Continued investment in sidewalk improvements and research and enhancement of pedestrian infrastructure and traffic control devices including countdown type crossing signals.



Available at
<http://www.winnipeg.ca/interhom/Mayor/pdfs/AgeFriendlyWinnipegActionPlan-May2014.pdf>

TRUTH & RECONCILIATION CALLS TO ACTION

Many residents of the Spence community participated actively in the Truth and Reconciliation process, sharing their story and observing the proceedings. Our community pays close attention to the calls to action. While the calls mainly address governments and specifically mandated organizations (such as child and family service agencies) residents recognize that calls can and should extend out to individuals and community groups outside of ensuring that governments enact the calls themselves. The following offers commentary on alignment between select/relevant parts of the Calls to Action, current work in Spence, and where practice could change to better respond to the calls. We note that some calls are included here that fall well outside of community based organization purview, however they are included all the same to inform community discussion and work.

CHILD WELFARE

Five points speak to the importance of child welfare, specifically calling for the reduction of children apprehended by the state, and increase cultural safety for children in care through accountability to Indigenous groups, and adoption of principles and practices that affirm cultural safety and recognize the legacy of impacts of residential schools.

Specifically relevant calls emphasize the importance that those working with youth understand the history and impacts of residential schools, that parenting programs be culturally safe for parents. There is also a strong call towards youth programming that is culturally safe and appropriate. Youth programs in the neighbourhood we spoke with work with youth towards their priorities and maintain open and welcoming safe spaces while maintaining strong communication

as directed by youth with parents, foster parents, social workers, child welfare agencies and governments as appropriate to improve outcomes for youth in our neighbourhood. There is some work happening with elders and cultural workers to increase access to cultural activities. There is room for more.

EDUCATION

Calls 6-17 pertain to education. Neighbourhood organizations support access to and success in education through afterschool programming and mentorship, homework clubs, and sport programming. Many children are better prepared and more motivated to attend school through participation in stimulating afterschool and weekend programming and the active interest and support from encouraging adults. We are also seeing results in terms of participants in neighbourhood programs feeling supported to apply and be successful in post secondary education.

Language education is also available in the neighbourhood through the Wii Chiiwakanak Learning Centre and Mamawi's Spence location. A response to this call could be increased access to language learning which can be increased and promoted throughout the neighbourhood.

HEALTH

Calls 18-24 pertain to improving health outcomes for Indigenous communities and individuals. While not (for the most part) engaged in direct health care activities, many local organizations take a holistic approach to individual and community health, and intend actions towards improving local health outcomes through the lens of social determinants of health. This happens through improving safety and health of local housing, improving public spaces and increas-

ing access to healthy and safe public spaces for recreation, healing and education, and improving access to health education by hosting harm reduction education and adopting practices, or welcoming health professionals to offer testing and education out of community facilities. It also happens through community identification of gaps in services and supports in the neighbourhood — such as supports to those who are being sexually exploited, or elders who are shut in with few resources and social supports — and work to fill these gaps to improve health outcomes for all.

JUSTICE

Calls 25-42 pertain to improving justice and the justice system for Indigenous peoples. Where it pertains to community interactions, call #30 asks all levels of government to eliminate the overrepresentation of Aboriginal people in custody. Call #31 asks all levels of government to provide alternatives to imprisonment, and address the underlying causes of offending. Call #33 asks levels of government to address and prevent Fetal Alcohol Spectrum Disorder, and #34 calls for increased supports for those with FASD to live successfully in community. We also see calls in this section for increased Aboriginal cultural programming in institutions themselves, and also halfway houses and other reintegration programs.

Spence neighbourhood is home to the John Howard Society of Manitoba, which is active on all of these topics, including its very successful community based residential bail program. The JHS takes the call for increased cultural programming seriously, and is working on increasing cultural programming as a part of its services to clients. More broadly, many of the community organizations are committed to supporting community members to meet basic needs, reduce conflict, and increase safety so that breaking the law to meet needs is less and less necessary for survival.

Youth programming in Spence was largely initiated in response to community calls for safety for

youth. Youth involved in programming are more likely to get their basic needs met, and less likely to participate in activities that put themselves or others at risk of harm, or at risk of breaking the law and being incarcerated.

In addition a number of local organizations are continually working to improve relationships between community and law enforcement, especially the Winnipeg Police Service. This includes monitoring police action in the neighbourhood for fairness and effectiveness in increasing safety for all. It is hoped that these kinds of strategies can reduce negative interactions with the law, and increase positive engagement with law enforcement to make for a safer community for everyone.

Settlement Agreement parties and the United Nations Declaration on the Rights of Indigenous Peoples calls upon faith groups and interfaith social justice groups to formally adopt and comply with the principles, norms, and standards of the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation. There is room across the neighbourhood for organizations and faith groups to endorse this Declaration.

CHURCH APOLOGIES AND RECONCILIATION

At the community level, this call asks congregations to take responsibility for educating their members on their church's role in colonization, the history and legacy of residential schools and why apologies to former students and their families were necessary. There is room across the neighbourhood for further implementation of this call.

EDUCATION FOR RECONCILIATION

This section calls for specific curricula to be developed and implemented at all levels on residential schools, treaties, and Aboriginal peoples historical and contemporary contribu-

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tions to Canada as well as supports for teachers, establishing senior level government positions to oversee these efforts, and compelling faith based schools that receive public dollars to develop comparative study courses on Aboriginal spirituality.

We submit that with the success and popularity of community based youth programs throughout Winnipeg that an after school curricula could also be developed to support additional learning after school.

YOUTH PROGRAMS

Call #66 requests that the federal government establish funding for community based youth organizations to deliver programs on reconciliation, and establish a national network to share information and best practices.

MEDIA AND RECONCILIATION

The CBC Manitoba headquarters, CKUW 95.9 FM campus and community radio, and the *Uniter* newspaper are all located in the neighbourhood. In recent years, CKUW has increased its activity in Spence, offering a radio camp to local youth, and running programming out of the West Central Women's Resource Centre, in addition to its long standing programs like *Inner City Voices* and *System Kidz* (a program run by and for youth implicated by Child and Family Services). The *Uniter* has also sponsored various community events, and encouraged local writers. CBC has also worked to hire local people, including known and respected Indigenous community members to work as journalists while offering increasingly relevant coverage to inner city and Indigenous communities. There is wide agreement that building on these programs and partnerships and actions is a positive direction.

SPORTS AND RECONCILIATION

Calls 87-92 act to increase knowledge of Aboriginal athletes, increase aboriginal participation in and access to sport and decrease barriers like racism and cultural irrelevance.

Sport programming in Spence continues to build and has seen some of its first high level athletes move into university level sports teams.

BUSINESS AND RECONCILIATION

This call highlights the opportunity for business to educate management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous peoples, Treaties and Aboriginal Rights, Indigenous law, and Aboriginal-Crown relations. It also asks the business community to ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector.

Spence features a number of businesses that prioritise hiring from the community and treating work opportunities as work-training opportunities. Still, representation of Indigenous workers in local businesses does not reflect the make up of the local community. All the same, many local businesses are small family run operations that hire few staff, and mostly family. This could cue the need to support more Indigenous residents to start their own local, family run businesses to add the economic make up of the neighbourhood, in addition to current efforts ensure local young people can get their first jobs with local businesses close to home- for example through the First Jobs for Youth Program.

NEWCOMERS TO CANADA

Call 93 asks the federal government to revise the information kit for newcomers to Canada and its citizenship test to reflect a more inclusive history. Most organizations in Spence operate with a mandate of breaking down barriers between cultures. We note that this call highlights the need for non indigenous people, specifically newcomers to learn about the history of residential schools and the Treaties, however, which is an opportunity to work further into community programming.

PHOENIX SINCLAIR INQUIRY

Many residents in Spence paid close attention to Phoenix Sinclair's death, and the inquiry that followed, which studied and revealed deficits and strengths in how service providers and community organizations interacted with Phoenix and her family.

An important finding for Spence residents is the protective factor that community organizations serving families can play in their lives. Inquiry recommendations strongly support increased collaboration between Child and Family Service organizations and non profit organizations in serving families, resources for community based organizations serving families, and collaborative planning in and implementation in the development of integrated service locations.

It is worthwhile for Spence neighbourhood family serving organizations and service providers to pay close attention to the recommendations from the report, and participate in making needed changes in approaches to ensure the best possible support for families and children.

The following is a summary of relevant Options for Action: And Implementation Report for the Legacy of Phoenix Sinclair to the Spence Community Plan.

ACTION AREA: DIFFERENTIAL RESPONSE

Recommendation: That the Province ensure that the family enhancement services required to support the differential response practice model are developed, coordinated, and made accessible, through partnerships and collaboration among the child welfare system, and other departments and community based organizations.

Options for action:

- Manitoba Family Services and the CFS authorities encourage and support co-operation between the child welfare system, other departments, and community-based organizations that serve children, youth and families.
- Manitoba Family Services and the CFS authorities develop a model and protocols for a shared service delivery framework that supports collaboration between the child welfare system, other departments

and community based organizations for urban-based service delivery that can be adapted to reflect the resources and capacities of the community sectors in different geographic regions and communities.

- Manitoba Family Services and other departments strengthen the capacity of the community to deliver family enhancement services.
- Manitoba Family Services and the CFS authorities, in consultation with other departments and community-based organizations, develop protocols and practice guidelines that support multi-disciplinary case management teams for improved service coordination.

Recommendation: That the Authorities enhance availability of voluntary early intervention services by placing workers in schools, community centres, housing developments and any other community facilities where they would be easily accessible.

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Options for action:

- The CFS authorities collaborate with community in the development of pilot projects to introduce child welfare workers in to schools or other community facilities.
- Before placing workers in schools or other community sites, the CFS authorities clearly define the mandate, roles and responsibilities of community-based CFS workers, and communicate these to community members and organizations that share or use the site.
- Establish long-term demonstration projects in one or more communities that will be sites for intensive and coordinated prevention and family enhancement activities.
- Projects should be community-driven and community-led, draw on the strengths and address the distinct needs of the community, and focus on building capacity at community, agency and service provider levels.

Projects will provide opportunities to:

1. evaluate the impacts of focused and coordinated resourcing for intensive prevention and family enhancement services and supports,
2. develop and refine the differential response approach,
3. explore different approaches to resourcing prevention and family enhancement activities,
4. enable refined approaches (including the development of culture-based approaches) to prevention and family enhancement,
5. build capacity of agencies, authorities, and communities and
6. if they are sited in First Nation communities, contribute to building capacity for increased self-governance in child welfare.
7. Include a strong evaluation component to track success indicators, such as keeping families together, reducing the number of children in care, EDI outcomes and other indicators.

As agencies, authorities and communities develop capacity, the option of moving to block funding within specific agencies, authorities, communities or regions can be explored.

Recommendation: That a public awareness campaign be undertaken to inform the public about the expanded mandate and role of the Representative for Children and Youth.

Option for action: Take action to enhance the Office of the Children's Advocate's capacity to represent the rights, interests, and viewpoints of First Nations and Métis children and youth, and to work collaboratively with First Nations and Metis families, child and family services agencies and authorities, community-based organizations, communities and leadership on systemic issues that contribute to the overrepresentation of Aboriginal, children, youth and families in the child and family services system. This initiative and the ongoing activities it generates must be appropriately resourced.

ACTION AREA: BUILDING COMMUNITY CAPACITY

Recommendation: That a legislated committee, functioning under the provisions of The Healthy Child Manitoba Act (in its present or amended form) be charged with:

- a) coordinating the services provided for children and families between community-based organizations and government departments; and
- b) allocating government funding to those community-based organizations, following meaningful and inclusive consultation.

It is understood that funding from the private sector and other levels of government will continue to play an important role, as it has done, in supporting these organizations and that the composition of this committee mirror the committee described by s. 21(3) of The Healthy Child Manitoba Act, which reflects Manitoba's various

regions and cultural diversity, and includes representatives of the community and recognized experts.

Options for action: Parent-child coalitions consider expanding their mandate beyond its current focus on early childhood to include children, youth (up to the age of 18) and families.

The CFS authorities, in partnership with Healthy Child Manitoba, pilot the Children, Youth and Families Integrated Service Systems project in selected communities.

ACTION AREA: THE IMPORTANCE OF EARLY CHILDHOOD INTERVENTION

Recommendation: That the Healthy Child Committee of Cabinet consider and recommend for legislative action a framework for the delivery of early childhood development programs with the following characteristics:

- a) voluntary but universally available,
- b) offering a place where children regularly attend to learn with other children,
- c) staffed by trained educators who follow a defined curriculum, and d) involving parents.

Options for action: Introduce a preamble to the Healthy Child Manitoba Act that establishes principles to guide the development, implementation and evaluation of the Healthy Child Manitoba strategy.

The principles introduced in the preamble can be drawn (with one revision) from the principles that currently guide the activities of the Healthy Child Manitoba Office (HCMO). The HCMO principles relate to community-based, inclusive, comprehensive, integrated, accessible, quality assurance and public accountability

The principle referring to “accessible” currently states “Services and programs are available and accessible to families and their children across Manitoba.” This can be revised to incorporate the principle of proportionate universality. For exam-

ple, the revised principle might state.” A universal platform of services and programs are available and accessible to families and their children across Manitoba, accompanied by supports and services that target highly vulnerable children and families and low-income and under-resourced neighbourhoods and regions, and that work to eliminate barriers to access.” The revised principle would then more accurately refer to “accessible and proportionately universal.”

Recommendation: The legislative framework for delivery of early childhood development programs should also provide for establishment of integrated service delivery centres to provide a range of services in addition to early childhood education, including public health, employment and income assistance, housing, child welfare and adult education. These integrated service centers should be located in existing infrastructures such as schools or facilities that house community-based organizations.

Options for action: Establish integrated service delivery centres in three communities across Manitoba. Healthy Child Manitoba Office (HCMO) will approach the northern First Nations authority, southern First Nations authority, and Métis authority and invite each to identify a community that might benefit from the establishment of a demonstration integrated service delivery centre. The general authority is not included in this group because, as noted earlier in this document, HCMO is already partnering with this authority on an integration project in the Gimli area.

If an authority is interested in engaging in this project, HCMO will share information about potential models for integrated service delivery, and work in partnership with them to: 1) consult with and engage key partners from the community and from relevant service sectors, provincial, federal and First Nation government departments, healthy child committees, private sector and philanthropic sector; 2) with addition-

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al support from engaged partners and drawing on the models, successful practices and lessons learned from other integration projects, develop a model for the centre that addresses the needs and makes the most of the strengths and assets of the area or region it will serve; 3) plan, develop and secure resources to establish an integrated service delivery centre.

Recommendation: That government funding to support integrated service delivery centres be allocated, following meaningful and inclusive consultation, by a committee that mirrors the committee described by s. 21(3) of The Healthy Child Manitoba Act and reflects Manitoba's various regions and cultural diversity, including representatives of the community and recognized experts.

Options for action: Explore opportunities to empower regional inter-agency and cross-sec-

tor coalitions to allocate funding for activities focused on enhancing integration of services and systems that support the development and well-being of children, families and communities. The Manitoba government has committed to establish a Commission on Early Learning and Child Care that will be looking at ways to redesign Manitoba's system of early learning child care and guide the province's future plans. As part of these activities, the Commission could take responsibility for this action.



Full Report
available at:
[http://www.gov.
mb.ca/fs/childfam/
pubs/options_for_
action.pdf](http://www.gov.mb.ca/fs/childfam/pubs/options_for_action.pdf)

"Partnerships are important because we don't need to duplicate what somebody else can do very well. We have our own set of skills at SNA. We keep building on that set of skills. And other organizations have their skills too, and they make us stronger just like we make them stronger."

- Gerry Berard

ORGANIZATIONAL SUMMARIES

ORGANIZATIONAL SUMMARIES

A number of community organisations participated in various parts of this planning process, including focus groups, surveys, meetings with staff, and reviewing the final product. We found a number of themes emerge in our review of the plan with local organizations.

With few exceptions, community organizations in Spence:

1. Strive to be as community directed as possible and serve local needs and goals
2. Communicate with one another for collaboration, elimination of overlap, and maximization of results
3. Strive to be as creative as possible in meeting multiple needs with scarce resources.
4. Value local strengths and capabilities

The community plan offers resident priorities over five years. Local organizations can choose how much they use the plan to inform their choices, and many organizations undertake their own survey work according to their mandates and the populations to which they are accountable. However in discussing the priorities that appear in this plan, we found that a number of organizations will contribute towards goals noted here by residents over the next five years.

The list of organizations we talked with is not exhaustive, and includes some organizations with mandates well beyond Spence neighbourhood. However, their feedback is listed along the Spence five-year plan areas of work.

- Big Brothers Big Sisters of Winnipeg
- John Howard Society of Manitoba
- Native Women's Transition Centre
- Pregnancy and Family Support
- St Matthews Maryland Community Ministry
- Social Planning Council
- West Central Community Program
- West Central Women's Resource Centre
- West End Commons
- Youth Agencies Alliance

The West End Biz also played a big role in informing the Community Economic Development section of the plan. We were regrettably unable to meet with the Central Mosque and West End Cultural Centre, however they are important neighbourhood partners and contributors.

BIG BROTHERS AND SISTERS OF WINNIPEG

Currently at the beginning of a five-year strategic planning process, and looking to build towards greater numbers of mentors, mentees, family and community involvement, and mentors will be increasingly trained to offer advocacy support when appropriate. This could include housing, education, employment, or other challenges as raised by mentees, and even their family.

▲COMMUNITY ECONOMIC DEVELOPMENT

Moving into the former Holmes Carburetor Shop on Ellice and Langside. Chose this location as it fits with their most active neighbourhood for little brothers and sisters, and is strategically located next to the University of Winnipeg for increased mentor recruitment potential.

▲YOUTH

Working on improving matches, increasing presence in schools.

▲ENVIRONMENT AND OPEN SPACES

Transforming an inactive mechanic shop into a safe and welcome place for youth from the neighbourhood and beyond will make the corner of Langside and Ellice more welcoming and safe for the community.

▲COMMUNITY CONNECTING

Provide a safe space in the community for youth. Will have onsite space in their new location for mentors and mentees to meet.

JOHN HOWARD SOCIETY OF MANITOBA

Local branch of the John Howard Society, a Canadian non-profit organization that seeks to develop understanding and effective responses to the problem of crime and prison reform.

▲HOLISTIC HOUSING

- Provide housing for bail clients. Has continued to research options for better supporting transition from incarceration to community living through housing support.
- Exploring with SNA the ability to support clients and community members to achieve a damage deposit.

▲COMMUNITY ECONOMIC DEVELOPMENT

- Purchase food from community entities and social enterprises for the bail program and organizational events and meetings.

▲ENVIRONMENT AND OPEN SPACES

- Interested in developing a rooftop garden.
- Recently improved lighting around the building and cameras to prevent unsafe activities from occurring in dark corners, and to prevent property damage.

▲COMMUNITY CONNECTING

- Considered a community safe space.
- Supports the Ellice Street Festival.
- Supports annual community March for Peace. Supports community election forums and voter guide preparation and distribution.
- Working with SNA to provide overnight emergency safety support to rooming house and marginalized apartment tenants.

NATIVE WOMEN'S TRANSITION CENTRE

In operation since 1979, NWTC has worked to support and strengthen Indigenous women and mothers on their journey of healing and recovery from family violence, addictions, inter-generational issues and institutionalization.

▲HOLISTIC HOUSING

Provide housing for women transitioning from incarceration back to the community. Provide supports mothers to live with their children during this transition.

▲COMMUNITY ECONOMIC DEVELOPMENT

Residents are supported to find volunteer, education, and work opportunities, and any preparation work necessary to achieve these goals.

▲YOUTH

Provide a safe space for children to be with their mothers. Often, residents' families have been impacted by CFS. This is an opportunity for family reunification and strengthening.

▲ENVIRONMENT AND OPEN SPACES

Strong potential for increased participation in local community garden activities, especially culturally based education opportunities in the outdoor spaces.

▲COMMUNITY CONNECTING

Safe space for women to live and raise their children. A (re)starting point for women to contribute to community.

PREGNANCY AND FAMILY SUPPORT

Community support organization serving the city of Winnipeg located in Spence neighbourhood.

▲HOLISTIC HOUSING

Support families with housing advocacy.

▲COMMUNITY ECONOMIC DEVELOPMENT

Spence Thrift Shop offers employment training through volunteer work at the shop. These volunteers often achieve paid work within the organization.

▲YOUTH

36 space daycare.

▲COMMUNITY CONNECTING

- Two marriage and family therapists offering free counselling
- Nurse for prenatal support and Baby and Me, nutrition, and addictions education. Provides further education for parenting, sexuality, and the Whitewolf Healing Program
- Partner in the annual peace march, participate in west central connect meetings, Communities for 4 Families. Have installed needle drop boxes, and added high resolution cameras and lighting for their building
- Community March for Peace
- West Central Connect meetings

ST. MATTHEW'S- MARYLAND COMMUNITY MINISTRY

Offers programming and supports for adults and families out of the basement of St. Matthew's Anglican Church.

▲HOLISTIC HOUSING

Offer supports to help solve housing challenges.

▲COMMUNITY ECONOMIC DEVELOPMENT

Offer supports for people to find/stay with education and work opportunities.

▲ENVIRONMENT AND OPEN SPACES

Access/use community garden.

▲COMMUNITY CONNECTING

Programs for/involving: Seniors, cooking and eating together, drop in, sacred circle, women's only time.

SOCIAL PLANNING COUNCIL OF WINNIPEG

City wide research and advocacy organization.

▲HOLISTIC HOUSING

They do the Homelessness Survey every two years, along with the Street Health Report.

▲COMMUNITY ECONOMIC DEVELOPMENT

Working on the newcomer youth employment strategy, including asking the city to implement it. Working on an anti poverty plan for the city- includes issues like the Neighbourhood Liveability Bylaw which is sometimes used to force people to fix homes when they cant afford to do so.

▲YOUTH

Supported the Winnipeg Plan to Eliminate Youth Homelessness

▲COMMUNITY CONNECTING

Involved in the Restorative Justice Association, which had its first AGM in 2016 and Immigration Partnership Winnipeg — a civic engagement table.

WEST CENTRAL COMMUNITY PROGRAM

Provides recreational and developmental programming for youth in the neighbourhoods of Spence, St. Matthews, and Daniel McIntyre.

▲COMMUNITY ECONOMIC DEVELOPMENT

Strong partnerships with other programs that support youth to "graduate" to other programs that help them explore their long term interests.

▲YOUTH

Interested in building community through children. Run afterschool programs at John M King, Greenway, and Wellington Schools. Would like to add staff, and could expand immediately, especially at Greenway School, if funding was available for more staff.

▲ENVIRONMENT AND OPEN SPACES

Make good use of gardens and green spaces, often running programming that helps to maintain local gardens.

▲COMMUNITY CONNECTING

Have done great partnership work with NEEDS and Art City, which has supported strong outreach to newcomers in ways that build bridges between communities.

ORGANIZATIONAL SUMMARIES

WEST CENTRAL WOMEN'S RESOURCE CENTRE

An active and responsive space that supports women to increase well being for themselves and their families, as well as build a stronger community together.

▲HOLISTIC HOUSING

Programs including housing first, homelessness program, looking at the possibility of a rapid re housing response, and eliminating clients' reliance on couch surfing. Housing is 50% of what they do, and 6 staff in the centre work with housing mentors to support even more women to increase stability.

▲COMMUNITY ECONOMIC DEVELOPMENT

- Drop in kitchen, 14-week WeWill program for pre-employment/empowerment, then participants have the option of mentorship for 18 months, which supports employment readiness.
- Childminding program is being revamped with a smaller group and more training over 2 full weeks so participants get closer to ECE requirements.
- Phase 2 of childminding — currently building a business plan to open child care centre in the West End. Model is short term child-care, respite, with no need for subsidy.

▲YOUTH

Childcare on site so that mothers can bring their children with them to programs.

▲ENVIRONMENT AND OPEN SPACES

Food security-serve lunch to 75 people per day, and offer programming like cooking on a budget, stretching a dollar, and freezing and canning.

▲COMMUNITY CONNECTING

- Safe space for women.

- Problem solving increased sexual exploitation in the neighbourhood. Problem solving intensifying drug use and addiction problems in the neighbourhood.
- Maintain a needle drop box.

WEST END COMMONS

A project of St Matthews Non Profit Housing Inc., a partnership between Grain of Wheat Church-Community and St Matthew's Anglican Church.

▲HOLISTIC HOUSING

- Building provides housing for multiple family sizes and provides common space. Five units are maintained for those with mental health challenges.
- All units are visitable and six are accessible. Strong interest in ensuring building tenant compliment that reflects the neighbourhood.
- Very strong bedbug strategy, including regular work with the Bed Bug Coordinator at Daniel McIntyre St Matthews

▲COMMUNITY ECONOMIC DEVELOPMENT

Currently engaged in asset mapping with tenants to maximize building use and collaborative work for tenant community benefit.

Rely on local community as much as possible to meet needs- for example, employing child minders from WCWRC.

▲YOUTH

Parenting classes.

▲ENVIRONMENT AND OPEN SPACES

Community garden is accessible close to the building, and an outdoor children's play space is located on the north side of the building.

▲COMMUNITY CONNECTING

- Frequent family programming, including the community kitchen program, regular movie nights, and a music program on Saturdays.
- Have had good lighting installed around the building, and keep in regular touch with the CC coordinator. Also keep a close eye on bulky waste pick up for the building.

YOUTH AGENCIES ALLIANCE

City wide network of community based and driven, free programming for youth.

▲HOLISTIC HOUSING

A number of YAA organizations were a part of releasing the Winnipeg Plan to End Youth Homelessness in 2016.

▲YOUTH

Main focus is supporting youth.

▲COMMUNITY CONNECTING

Alliance work is directed by youth, supports programming for education, employment, wellness, community building; as well as advocacy on barriers impacting youth.

WII CHIIWAAKANAK LEARNING CENTRE

A community partnership learning initiative between the University of Winnipeg and Indigenous and inner-city communities.

▲HOLISTIC HOUSING

Housing search support.

▲COMMUNITY ECONOMIC DEVELOPMENT

Resources available including computers and internet, support looking for work, housing- including Saturdays. Education for adults, children and families provided on site.

▲YOUTH

Cultural education, including science and language learning. School based partnerships including the model school, UW RecPlex. ll

▲COMMUNITY CONNECTING

Safe space for community members of all ages.

THE FIVE-YEAR PLAN:

Housing

Increase housing affordability



Improve the experience of safety in local rooming houses & apartments



Improve and support relationships between landlords, tenants and homeowners

Environment & Open Spaces



Improve, maintain, and protect community gardens, parks and greenspaces



Enhance community waste management



Work toward better food access, education, and resources

Youth & Families

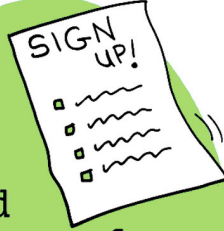


Increase opportunities for education and work



Improve life for vulnerable youth

Build a sense of Belonging for children and youth



Community Economic Development



Increase local hiring



Improve resident employability



Increase job opportunities for Spence residents

Community Connecting



Improve physical safety



Increase social safety



Make spaces safer

**COMMUNITY
CONNECTING**



COMMUNITY CONNECTING

Spence neighbourhood residents are known for taking a proactive approach to safety. Current community connecting work comes out of longstanding community organizing for safety that was well established prior to SNA being incorporated. Indeed, some of the original Bear Clan activities involved key SNA leaders like Joan Hay and Melvin Swan and helped to increase community safety in the 1990s.

Safety organizing in the neighbourhood has sought to increase personal safety for residents, reduce property crime, reduce drug trafficking, sexual exploitation, and gang activity, and increase perceptions of safety to those who do not live or work in the area. Personal safety concerns include violence and abuse behind closed doors (intimate partner violence, sexual assault, conflict between residents, conflict between landlords or caretakers and residents, and police brutality) as well as violence that can happen out on the street in public places — muggings, sexual assault, gang conflict, and drug related violence.

Some residents experience more safety concerns than others. Youth, those who are sexually exploited, those with physical and or mental disabilities, those stigmatized because of colour, gender expression, sexuality, those who are homeless, live with housing instability or in unsafe housing, and the elderly all experience different kinds of safety concerns. This can change with circumstance- for example, during Operation Clean Sweep in 2006/07

COMMUNITY CONNECTING

(described below), most residents reported a decrease in drug and gang activity, while many Indigenous residents also reported feeling targeted by the police. After 9/11, local Muslims reported feeling unsure of whether they would be targeted.

Early versions of SNA sponsored community organizing work included an active Citizens on Patrol group which walked the neighbourhood, helping to problem solve as they went. Increased collaboration with the City of Winnipeg involved projects like ensuring that all properties had address numbers at the back and front of properties, and bulky waste disposal to decrease risk of fire and increase the ability of emergency services to locate critical incidents. There was also work done to increase the number of porch lights in working order at homes throughout the neighbourhood. SNA also had a role in establishing the Neighbourhood Livability Bylaw with the City of Winnipeg as a tool to address properties in disrepair, to reduce potential of injury; and played a role in supporting the establishment of the Safer Communities Act as a tool to address properties that host illegal activity.

Some of these examples involve SNA's adoption of principles of Crime Prevention through Environmental Design. As a result, SNA began organizing community members to regularly audit the neighbourhood for lighting, areas that lend themselves to hiding spots, sidewalks and crosswalks in disrepair, and other elements of the physical space that impact safety. Results of these audits have been used to push the city to trim trees, fix sidewalks, and increase public lighting. They have also guided pushes to increase access to bulky waste pick up, feedback to the City of Winnipeg on garbage pick up systems in the inner city, and ongoing support for neighbourhood fix up grants to increase safety and perception of care for the physical environment.

The Safety Committee, more recently named the Community Connecting committee to emphasize a purpose of inclusive problem solving,

has actively recruited tenants, landlords, business owners, homeowners, Winnipeg Police Service representatives, organizational representatives, and politicians to work together to make the community safer. It has also routinely collaborated with other Spence committees. This collaboration and commitment to inclusive problem solving has supported a number of successes including the Rooming House program, which supported physical improvements to the safety of rooming houses, and reporting properties that presented a safety concern to the Neighbourhood Liveability Bylaw, or Safer Communities Manitoba. Dozens of drug houses have been shut down in the neighbourhood due to SNA education about the Safer Communities Act, as well as Safety Coordinator work to report illegal activity. Yet, SNA has also played a role in supporting people impacted by property closure due to Safer Communities Act infringement- youth who have lived at these properties have been able to continue to access Youth Programming, and their guardians and other tenants have been supported to find alternate appropriate housing. The Committee has also played a role in advocating for the now established, and successful Police in Schools program with Winnipeg School Division Number One.

The Community Connecting committee has also played a role in organizing a response to critical community events. In 2006, Phil Haiart was shot and killed in crossfire from gang violence in the area. The event brought intense focus on the neighbourhood, which was characterized in the media as being a high crime area. Police responded with Operation Clean Sweep, a Winnipeg Police Service strategy that brought increased numbers of officers to patrol the area. There were a number of resulting impacts. Some kinds of crime did indeed, decrease. Yet, community members began reporting regular incidents of racial targeting, with some Indigenous community members being stopped multiple times a day while going about their daily business. In

COMMUNITY CONNECTING

addition, community members expressed concern that when the initiative ended, certain kinds of crime would return to the neighbourhood. The committee worked to bring a local voice to what was happening, especially highlighting the danger of a full stop cancellation of the program advocating for community policing, including beat cops, as a more proactive, and culturally safe way of offering policing services. Under Police Chief Keith McCaskill, and later with Chief Devon Clunis, commitments and further steps were made towards community policing.

Later, in 2010, two young girls were shot at through the front window of their Victor St. home. Both girls sustained injuries that they later healed from. However, the incident motivated community members to come together immediately to speak out against ongoing violence in the neighbourhood and work together to prevent similar incidents from happening. SNA and the Safety Committee played a lead role in organizing hundreds of community members to come together in a march to "Stop the Violence" that has now grown into an annual four neighbourhood, collaborative event, the Communities March for Peace.

Recently, the Community Connecting Committee has taken on the Community Safety Charter Initiative- a document and tool kit promoting

everyone's active inclusion and responsibility to work for safety in the neighbourhood. Neighbourhood residents and businesses are asked to sign onto the charter, marking their commitment to work for peace and inclusion.

Building on the proactive efforts towards a safer community, the Community Connecting Committee launched a monthly Kitchen Circle program, where community members can meet and get to know one another while learning a healthy recipe from a neighbour and share a meal.

With the determination to ensure the safety of all the members of the Spence neighbourhood, in 2016 Community Connecting, with Daniel McIntyre/St. Matthews Community Association, launched a safe space in the West End dedicated to sex workers and experiential folks. The drop-in operates as a non-judgemental, come-as-you-are space, open to all genders, ages and Nations, and it offers dinner, harm reduction supplies and educational and cultural workshops to the participants.

Building on this longstanding work, Community Connecting workers and staff engaged community members through survey work, community mapping exercises, and safety auditing work to bring together the components of the next five years of community connecting work in Spence.



GOAL ONE: Improve Physical Safety

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
<p>Improve lighting of sidewalks and back lanes and public spaces.</p>	<p>SNA Housing Dept Spence residents, DMSMCA City of Winnipeg Cindy Gilroy Manitoba Hydro</p>	<ul style="list-style-type: none"> ▶ Sidewalk/ public spaces are lit well and safe for all pedestrians ▶ Streetlights are not blocked by tree canopy ▶ Sidewalk/PS/Street Lighting Lighting Audit info. <ul style="list-style-type: none"> • Measurements in lux. Note: measurements taken when little foliage on trees. • Baseline 2016 — get recommended lux level from city of Winnipeg ▶ Backlane lights are all in working condition and keep backlanes lit for safety <ul style="list-style-type: none"> • Backlanes, number of broken lights in backlanes, number of missing poles (MB Hydro-broken) (COW — distance between poles). Baseline: year 1 ▶ Increased lighting on residential and business properties. Motion detection lights available for community members free of charge (SNA office). <ul style="list-style-type: none"> • Businesses/ West End Biz (numbers of lights given to business, or exterior lit businesses). • Baseline year 1 or data as available • Residential Small grants for lights available, measure # of lights given to residents for homes (possible partnership with housing). Baseline: year 1

<p>Reduce arson risk caused by abandoned bulky waste</p>	<p>SNA Housing Dept. Spence residents West End Biz City of Winnipeg SNA Environment and Open Spaces Cindy Gilroy</p>	<ul style="list-style-type: none"> ▶ Reduced arsons and fire hazards in the neighbourhood <ul style="list-style-type: none"> • Arsons: Crime stats/WPS/Fire Department number of arsons per year, percentage increase or decrease. Baseline: data available ▶ Faster and more efficient response from City of Winnipeg for pick ups ▶ More efficient coordinated response to bulky waste and arson risks through partnerships in reporting and tracking 311 reports ▶ Partnership with organizations and community developed to remove bulky waste such as mattress recycling depot, routine bulky waste sweeps etc. ▶ Increased knowledge of arson risks for bulky waste, through pamphlets, door-to-door canvassing, and educational workshops ▶ Reduced reports of illegal dumping <ul style="list-style-type: none"> • Pick up response: pick up time reduced to within a week or reporting- track ourselves, and use WE Biz data, article out with data about response times in Winnipeg. Baseline: year 1/data available • Bulky Waste: Compare info from safety audits through years, number of calls, community reports (volunteers). Baseline: 2016
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<p>Reduce the number of discarded needles and used condoms in public spaces through harm reduction practices and community trainings</p>	<p>Street Connections, WCWRC, DMSMCA, West Central Connect agencies, West End Biz, City of Winnipeg, University of Winnipeg, Manitoba Housing, Winnipeg Housing, SNA Housing Department</p>	<ul style="list-style-type: none"> ▶ Increase the number of outdoor needle drop boxes in Spence ▶ make harm reduction training available (i.e. safe disposal practices) ▶ Partnership with street connections to locate areas with high concentration of discarded needles <ul style="list-style-type: none"> • Needles: number of needle disposal locations (containers available at SNA, needle dropbox in community, street connections website has list), number of reported needles during walkabouts, collected at clean ups, calls to office. Baseline: year 1 • Condoms: number of complaints/calls to office, number picked up during clean ups and safety audits (baseline year 1 — we have not done this to date). • Trainings: number of trainings, educational workshops, forums, etc and number of community members attending (baseline 2016 when harm reduction introduced to CC committee)
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GOAL TWO: Increase Social Safety for All

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
<p>Increase opportunities for community connections and create safe spaces for celebration of culture, community and diversity.</p>	<p>All SNA Departments Snowbird Lodge Mamawi West End Cultural Centre West End Commons WCWRC DMSMCA John Howard Society University of Winnipeg (Wii Chii-waakanak, Global Learning Centre) PFSS</p>	<p>► More events and programming where people can learn about other cultures, Indigenous knowledge, etc. (BBQs, medicine walks, Indigenous teachings, art workshops and shows, community feasts, ceremonies, sharing circles)</p> <ul style="list-style-type: none"> • Increased number of events that celebrate culture, community and diversity. Baseline: year 1 • Number of community members engaged, increase in community participation. Baseline: year 1 • WPS attending events to learn about cultures and traditions. Baseline: year 1
<p>Create and increase support networks for community members.</p>	<p>All SNA Departments Snowbird Lodge Mamawi West End Cultural Centre West End Commons WCWRC DMSMCA John Howard Society University of Winnipeg (Wii Chii-waakanak, Global Learning Centre) PFSS</p>	<p>► Support groups and sharing circles for community members facing similar struggles (mental health, addictions, women's groups, parent groups, etc.)</p> <ul style="list-style-type: none"> • Increased number of created support groups based on community desire/need. Baseline: year 1 • Increased number of partnerships with agencies that offer specialized support for groups. Baseline: year 1 • Implementing community sharing circles as a response to conflict or need for debriefing for community members

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<p>Increase community learning opportunities through workshops, forums and community led events that build on or celebrate community knowledge.</p>	<p>Wii Chiiwaakanak Mamawi Ircorn Winnipeg Central Mosque</p>	<ul style="list-style-type: none"> ▶ Educational workshops and forums in response to relevant issues of social safety (in response to safety concerns and incidents, etc). <ul style="list-style-type: none"> • Increased number of learning opportunities and events for community members about cultures and traditions represented in neighbourhood. Baseline: year 1 • Increased number of community members engaged, increase in community participation. Baseline: year 1 • increased number of WPS attending events to learn about cultures and traditions. Baseline: year 1 • Increased number of government attending forums around social safety issues. Baseline: year 1 • Increased number of events that celebrate culture, community and diversity. Baseline: year 1
<p>Increase supports for seniors to reduce isolation and meet basic needs; establish a seniors' coordinator.</p>	<p>City of Winnipeg Province of Manitoba Government of Canada</p>	<ul style="list-style-type: none"> ▶ Seniors are supported to contribute their gifts to community, are seen as an active part of the neighbourhood, and play a role in the community
<p>Increase access to gym equipment and physical activity opportunities for all ages in the community.</p>	<p>City of Winnipeg University of Winnipeg</p>	<ul style="list-style-type: none"> ▶ Everyone has access to resources to increase physical health
<p>Continue to build local identity through story telling and celebration of historic landmarks.</p>	<p>West End Biz Wii Chiiwaakanak Mamawi Ircorn</p>	<ul style="list-style-type: none"> ▶ Maintain historic plaque program ▶ Support storytelling and local cultural work

GOAL THREE: Making Spaces Safer

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
<p>Ensure safe spaces for everyone in spence neighbourhood. Maintain and expand existing safe spaces</p>	<p>Klinic DMSMCA Sunshine House, DMSMRI Province of Manitoba City of Winnipeg RAY Sage House Winnipeg Outreach Network WCWRC</p>	<ul style="list-style-type: none"> ▶ Increase number of participants through street outreach ▶ Increased recruitment, awareness raising about existing safe spaces <ul style="list-style-type: none"> • number of folks connected to on outreach, number of outreach hours, number of participants/ new participants at safe spaces (stats, tracked hours). Baseline: 2016 ▶ Increase awareness around existence of safe spaces through outreach at agencies ▶ Increased coordination of resources for wraparound support and efficient response to community needs <ul style="list-style-type: none"> • number of meetings/presentations with outreach agencies/tables at resource fairs. Baseline: 2016 ▶ Increase staff capacity through funding to expand hours of operations for Our Place SSSW <ul style="list-style-type: none"> • number of increased staff or number of weekly hours added designated to safe spaces. Baseline: 2016 • increased number of partnerships for referrals, number of referrals (track through stats. Baseline: 2016) • number of volunteers working in safe space. Baseline: 2016 • Increased community engagement of safe spaces through volunteer opportunities

COMMUNITY CONNECTING

		<ul style="list-style-type: none"> • Increased opportunity for community feedback on rising need for specific safe spaces • number of consultations with community members both inside and outside of safe spaces include inventory and needs assessment of safe spaces
Implement Community Safety Charter with buy-in from local businesses, community agencies, and residents	<p>All SNA Departments Snowbird Lodge Mamawi West End Cultural Centre West End Commons WCWRC DMSMCA John Howard Society University of Winnipeg (Wii Chiiwaakanak, Global Learning Centre) PFSS Businesses Residents City of Winnipeg Cindy Gilroy</p>	<ul style="list-style-type: none"> ▶ Community members, agencies and businesses sign commitment to follow community safety charter <ul style="list-style-type: none"> • number of signatures of dedication to values of safety charter. Baseline: 2016 ▶ Community members, agencies, and business active in taking ownership of their spaces to ensure <ul style="list-style-type: none"> • that they are safe for all members of the community through self-identified ways • number of reports from community members about changes made in response to safety charter. Baseline: 2016 • Businesses/ agencies hang safety charter poster in their spaces • number of community members/ agencies/ businesses attending safety charter reveal event • number of businesses/ agencies with safety charter poster hanging. Baseline: 2016 • number of meetings with agencies, community members, and businesses around safety charter. Baseline: 2016

**YOUTH &
FAMILIES**

Youth & Families



Increase opportunities for education and work



Improve life for vulnerable youth



Build a sense of Belonging for children and youth

Engaging youth has always served a number of interests in Spence. When Building Belonging, an afterschool program for children aged 6-12 years old was started, there was an interest in creating safe spaces for kids from the moment school closed, until their parents were home to take care of them — a place that youth could go instead of being out on their own and vulnerable to gang activities and other risks.

In addition to keeping kids safe, youth programs at Spence have sought to increase and improve:

- ▲ educational outcomes
- ▲ preparation for employment and/or university
- ▲ youth participation in community development
- ▲ and to reduce gang activity, recruitment, and youth participation in and reliance on unsafe activities to meet their needs.

Youth programs have also sought to improve and provide:

- ▲ A sense of belonging and connection and pride in the community they live in

- ▲ A connection to positive adult and peer mentors
- ▲ Basic needs provisions including health meals daily
- ▲ Supports to thrive- so that every youth in our community has the same opportunities that all youth deserve.

SNA upholds the importance of family in youths' lives. For youth who have been impacted by CFS, or suffered trauma within their family of origin, it has proven important to recognize and uphold the real networks of support that youth build and are drawn to whether or not this includes those connected by blood, while seeking to (re) build positive healthy relationships with mothers, fathers, sisters, brothers, aunties, uncles, and grand parents, as directed by youth. These real networks of support can include extended family, foster parents, neighbourhood kids, youth workers and volunteers, and neighbours. When we pay close attention to the connections youth find most important, we are much better at helping them reach their goals.

Many families in our community carry the impacts of residential schools and are experiencing ill health and broken relationships as a result of

this historic and intergenerational trauma. The success of SNA programs shows: youth in the neighbourhood have claimed SNA program as their own, and continue to attend in large numbers.

Our responsibility includes supporting increased health in family relationships, and strengthening families. As an organization, and through the work of local partners, we are able to help local families increase their housing stability, help with employment options, get better connected in the neighbourhood through community gardening, events and collaborative projects, and access healing and educational opportunities. Through youth programming, we support positive family relationships by offering family programs, community meals, and volunteer opportunities for caregivers.

Youth programming has been built, step by step, from our first attempt to offer a safe space for 6-12 year olds after school a few times a week to:

- ▲ expanding Building Belonging to five days a week
- ▲ adding an after school program for teens five days a week
- ▲ Developing and maintaining First Jobs for Youth, one of SNA's longest standing and most successful programs, breaking down barriers between employers and local youth, and giving marginalized youth concrete employment training and experience to help them secure long term employment.
- ▲ First Jobs for Youth expansion to Youth Crews which now offers a catering service and odd job opportunities for youth which helps youth continue to develop their skills.
- ▲ Developing and maintaining a full sports program, that removes all barriers to participant and supports over 250 youth annually to access soccer and basketball teams as well as skateboarding. Most youth participating on these teams do

not have other ways to access organised sport.

- ▲ Ensuring after school homework support for all youth
- ▲ Offering targeted programs for youth impacted by gangs and violence
- ▲ a regular girls night (girls only!)
- ▲ Opening the West End 24 hour Safe Space for youth
- ▲ Supporting families through the Wahkowiwin Strengthening Families Program

SNA Youth Programming maintains best practices of being led by youth while employing principles of inclusion and harm reduction. This includes:

- ▲ A youth committee that meets to discuss current programming, evolving opportunities and needs, and to strategise together.
- ▲ A youth developed restorative justice and behaviour management policy. The policy includes rules for behaviour, consequences, and what youth need to do to rebuild relationships when they have made a mistake. The policy ensures that being denied programming that provides safety almost never happens, and when it does, for only as long as it takes for the youth in question to take responsibility for their actions.
- ▲ Inter-group development for community strength. Older youth are invited to support children in Building Belonging through mentorship, volunteering, and First Jobs for Youth placement. This initiative offers multiple positive outcomes, including the way these relationships and leadership development plays out outside of program in the neighbourhood where children know there are youth they can trust and rely on for support, and older youth feel a sense of responsibility and contribution through helping others.

▲ City of Winnipeg

Our partnership with the City of Winnipeg spans SNA's entire existence. SNA programming benefits from the use of City of Winnipeg property, the support of City of Winnipeg Recreational staff, and the ability to collaborate on programmatic planning, and property development and use planning. The partnership is founded on the MERC integrated team which meets monthly to support smooth community supported operation of the facility

▲ Youth Agencies Alliance

SNA is a long time member of the Youth Agencies Alliance, a collaborative body of organizations offering no cost neighbourhood based programming to youth across Winnipeg. This partnership engages SNA youth programming participants in further leadership work, including the Rotary Leadership Program, summer camp, and collaborative events and programming like sports and seasonal gatherings. The alliance takes its direction from participants. Youth across programs were recently surveyed to provide direction to the alliance on youth priorities and next steps.

▲ Gang Awareness Interagency Network (GAIN)

GAIN is a network which seeks specifically to respond to youth impacted by gangs in Winnipeg. They take a preventative and collaborative approach, and work in concert to educate the public and decision makers while working directly with youth to decrease gang impact and engagement. GAIN also partners directly with law enforcement, Manitoba Justice, and parents in its strategizing. SNA is a very active part of GAIN and serves as the chair of the network.

▲ Emergency Department Violence Intervention Program (EDVIP)

EDVIP is a new program that works to reduce youth exposure to repeat violence. It works out of the emergency room at Health Sciences Centre, receiving youth injured by violence and offering intensive, long term one on one support for participants to meet their goals. SNA is one of the founding partners of this program, due to its longstanding, respected experience in working with youth who have high exposure to violence. EDVIP is now transitioning from its initial position as a research program under the University of Manitoba, to being included as a program of the Winnipeg Regional Health Authority.

Winnipeg Plan to End Youth Homelessness

SNA is a founding steering committee member of the Winnipeg Plan to End Youth Homelessness (WPEYH), launched in 2016. The plan brings together community partners, government, and researchers and commits to a shared framework of action based on input from local youth experiencing homelessness. Among partners to the plan, there is strong agreement that coordinated work to implement the plan will result in stronger service to all youth experiencing homelessness. Therefore, this plan coordinates its direction with strategies from the PEYH. The following is a table of PEYH Action strategies and corresponding Spence Five-Year Plan Priorities.

WPEYH Strategies	Selected Spence Five-Year Plan Responses
Youth have immediate access to the Supports needed to prevent, alleviate and respond to homelessness	<ul style="list-style-type: none"> ▶ Continue to offer 24/7 Safe Space
Youth and their families struggling with risk factors of homelessness are identified and supported.	<ul style="list-style-type: none"> ▶ Offer outreach and youth centered supports for vulnerable youth, navigate systems, and advocate for youth-led access. ▶ Provide supports and programs that connect and strengthen families. ▶ The Holistic Housing plan and its aim to Increase Housing Affordability is also relevant here.
Youth have access to a full range of housing and housing with support options, based on need and choice.	<ul style="list-style-type: none"> ▶ All youth in Spence Neighbourhood have their basic needs met including but not limited to housing, safety, clothing, food, respect, and love.
All youth with experience of homelessness have the supports they need to maintain housing and thrive.	<ul style="list-style-type: none"> ▶ Provide youth with education supports to maintain and excel in school. Identify and develop alternative options for youth not connected to schools. ▶ Ensure youth have positive adult and peer mentors in their lives so youth feel supported and thrive holistically. ▶ Foster community ownership/connections for youth through community based programming. ▶ Develop innovative opportunities and responses to evolving community needs and dreams.

GOING FORWARD

SNA launched the West End 24/7 Safe Space in 2016 — a major step in addressing long standing concerns about overnight safety for local youth, and another cog in the wheel of a fully safe and supportive neighbourhood environment where all youth can be safe and thrive. This endeavour is offering even more direct evidence of what local residents and organizations have always known — that night is an unsafe time for so many people. The work at the 24/7 Safe Space continues to offer important insight into local challenges for youth and how we can meet their immediate needs towards long term success.

GOAL ONE: Increase Opportunities for Education and Work

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Provide youth with training and on the job experience.	Neighbourhoods Alive!, City of Winnipeg-Aboriginal Youth Strategy, Local Investment towards Employment, Urban Hometown Green Team, the University of Winnipeg's Diversity Food Services, campus radio station CKUW 95.9 FM and the Bike Lab, the University of Manitoba, Red River College, Safe Workers of Tomorrow, Active First Aid, Manitoba Children and Youth Opportunities (First Jobs Fund), Aboriginal Music Festival, Artist's Emporium, West End Cultural Centre	<ul style="list-style-type: none"> ▶ 100 Youth in five years (or 20 youth per year) have been served and have obtained pre-employment training, assistance with their professional Identification and certification documents in Emergency CPR/First Aid Level C, Workplace Safety and Health, Rights of the Young Worker and Workplace Hazardous Materials Information. ▶ 80-100% of youth participants have opportunities to receive positive and quality work experiences.

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
<p>Provide Youth with pre employment and skill development training and capacity building</p>	<p>Neighbourhoods Alive! , City of Winnipeg-Aboriginal Youth Strategy, Local Investment towards Employment, Daniel McIntyre St. Matthews Community Association, John Howard Society, Wahkohtow-in Strengthening Families Program, CCEDNet, Westend Commons Board of Directors, YAA, local residents, businesses and agencies</p>	<ul style="list-style-type: none"> ▶ Youth 12-16 have access to positive ways to make money and access to training- ▶ 50-100 youth per year have access to training and odd jobs ▶ 80-100% of youth participants feel supported in their pre-employment and skills development ▶ 70-100% of youth participants receive training in Workplace Safety and Health, Rights of the Young Worker and WHMIS Awareness
<p>Provide youth with education supports to maintain and excel in school. Identify and develop alternative options for youth not connected to schools.</p>	<p>Spence Neighbourhood Association Homework Club, Big Brothers Big Sisters of Winnipeg</p>	<ul style="list-style-type: none"> ▶ 80-100% of youth have access to after-school homework help or exam prep ▶ 60-80% of youth graduate to the next level of education (i.e. elementary to junior high to high school to post-secondary)

GOAL TWO: Improve Life for Vulnerable Youth

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Develop community based accessible safe space as for all youth	Spence Neighbourhood Association, MERC, Winnipeg Film Group, YMYWCA, Wii Chiiwaakanak Center, University of Winnipeg, Boys and Girls Clubs of Winnipeg, Big Brothers Big Sisters of Winnipeg, Friends of Sherbrook Pool, West End Cultural centre, Westend Commons, IRCOM, NEEDS, Rossbrook House, Youth Agencies Alliance members, CKUW 95.9fm, Bike Dump, UWSA, West Central Community Program, Programming, City of Winnipeg SPIN program, Communities for Families, Ndinawe, Sunshine House, YAA, West Broadway Youth Outreach, Sport Manitoba	<ul style="list-style-type: none"> ▶ 100% Youth have access to safe spaces 24 hours a day. Community spaces are safer for all youth to attend.
Provide programming during critical hours (after school and evening) for children and youth that address basic needs, removes barriers and ensures equitable access to opportunities.	Spence Neighbourhood Association, MERC, Winnipeg Film Group, YMYWCA, Wii Chiiwaakanak Center, University of Winnipeg, Boys and Girls Clubs of Winnipeg, Big Brothers Big Sisters of Winnipeg, Friends of Sherbrook Pool, West End Cultural centre, Westend Commons, IRCOM, NEEDS, Rossbrook House, Youth Agencies Alliance members, CKUW 95.9fm, Bike Dump, UWSA, West Central Community, Fort Whyte Farms, Martha Street Studio, Graffiti Gallery, Studio 393, Art City Programming, City of Winnipeg SPIN program, Communities 4 Families, WMBA, YAA, Jr. NBA, 1 Just City	<ul style="list-style-type: none"> ▶ Children 6-12 and youth 13-18 participate in activities and projects that enhance their sense of belonging to the neighbourhood; children have a place to turn if unsafe on the street or at home; children and youth remain connected to programming and supports while living in community; less youth turning to gangs as a place to belong; healthier children and youth ▶ 75% of youth have access to sport and recreation or to access information about sport and recreation

<p>Ensure youth have positive adult and peer mentors in their lives, so youth feel supported and thrive holistically (spiritual, mental, emotional, physical)</p>	<p>Big Brothers Big Sisters, Boys and Girls Clubs, Rossbrook House, University of Winnipeg, Spence Neighbourhood Association</p>	<ul style="list-style-type: none"> ▶ Youth have support systems and relationships with positive adult mentors ▶ 50-70% of youth return to programming each year
<p>All youth in the Spence Neighbourhood have their basic needs met including but not limited to housing, safety, clothing, food, respect, and love.</p>	<p>Spence Neighbourhood Association, West Central Women's Resource Centre, Winnipeg Harvest</p>	<ul style="list-style-type: none"> ▶ All youth in the Spence Neighbourhood have access to housing, clothing, food, and love.
<p>Provide outreach and youth-centered supports for vulnerable youth; navigate systems and advocate for youth-led success</p>	<p>Spence Neighbourhood Association, Needs, IRCOM, Ka Ni Kanichihk, Gang Action Interagency Network</p>	<ul style="list-style-type: none"> ▶ Youth are in control and leading their plans for success, have the supports they need to reach their goals ▶ 80% of youth complete their success plans
<p>Provide supports and programs that connect & strengthen families</p>	<p>Spence Neighbourhood Association, West Central Women's Resource Center, Communities 4 Families, MOSAIC, St. Matthew's-Maryland Community Ministry, local schools, University of Winnipeg, Big Brothers Big Sisters.</p>	<ul style="list-style-type: none"> ▶ 60-80% of Families are kept together and supports are provided so all families can thrive in the community.

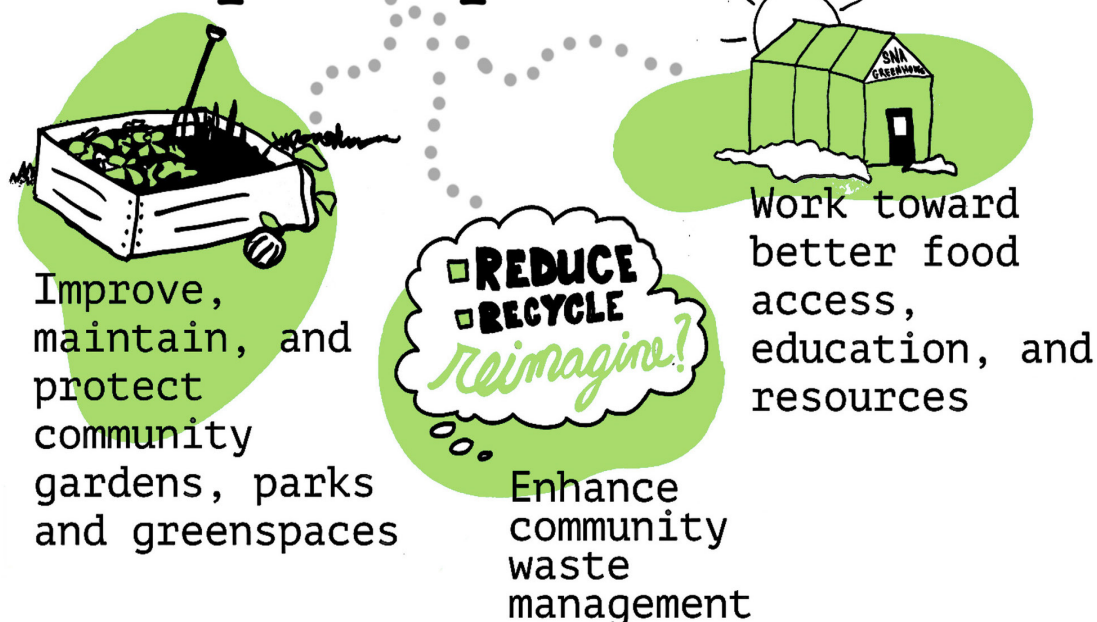
GOAL THREE: Building a sense of belonging for children and youth

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Foster community ownership/connections for youth through community-based programming	Spence Neighbourhood Association, MERC, Winnipeg Film Group, YMYWCA, Wii Chiiwaakanak Center, University of Winnipeg, Boys and Girls Clubs of Winnipeg, Big Brothers Big Sisters of Winnipeg, Friends of Sherbrook Pool, West End Cultural centre, Westend Commons, IRCOM, NEEDS, Rossbrook House, Youth Agencies Alliance members, CKUW 95.9fm, Bike Dump, UWSA, West Central Community Program, City of Winnipeg SPIN Program, Communities 4 Families, Fort Whyte Farms, Martha Street Studio, Graffiti Gallery, Studio 303, 1 Just City	<ul style="list-style-type: none"> ▶ All youth in Spence Neighbourhood have safer places to access recreation and wellness. ▶ 75% of youth have access to sport and recreation or to access information about sport and recreation
Ensure children and youth have equitable access to sports and recreation opportunities in the community and across the city	Spence Neighbourhood Association, MERC, YMYWCA, Wii Chiiwaakanak Center, University of Winnipeg, Boys and Girls Clubs of Winnipeg, Big Brothers Big Sisters of Winnipeg, Friends of Sherbrook Pool, West End Cultural Centre, Westend Commons, IRCOM, NEEDS, Rossbrook House, Youth Agencies Alliance members, Bike Dump, UWSA, West Central Community Program, Programming, City of Winnipeg SPIN program, Communities 4 Families, Studio 393	<ul style="list-style-type: none"> ▶ All youth have access to organized sports or recreation encouraging life-long physical activity and opportunities to excel or have access to information on how to gain those opportunities. ▶ 5-10 sport and recreational activities opportunities provided per year

<p>Ensure children and youth have equitable access to arts and cultural opportunities in the community and across the city</p>	<p>SNA, Art City, Graffiti Gallery, MERC, Winnipeg Film Group, YMYWCA, Wii Chiiwaakanak, University of Winnipeg, Boys and Girls Clubs of Winnipeg, Big Brothers Big Sisters of Winnipeg, West End Cultural centre, West-end Commons, IRCOM, NEEDS, Rossbrook House, Youth Agencies Alliance members, CKUW, UWSA, West Central Community Program, Studio 393, Martha Street Studio</p>	<ul style="list-style-type: none"> ▶ All youth will have access to the arts and opportunities to excel or will be provided with the information on how to gain those opportunities ▶ 5-10 opportunities in arts and crafts provided yearly
<p>Ensure youth & families have adequate, on-going opportunities to organize and give direction to programs and community events.</p>	<p>SNA, West Central Women's Resource Centre, Sister Mac-Namara School, John M. King School, Gordon Bell High School, Wii Chiiwaakanak</p>	<ul style="list-style-type: none"> ▶ Youth and families have opportunities to be the voice of and participate in their communities. Youth & Families Committee is held monthly and receives feedback from youth, parents, volunteers and community stakeholders ▶ Number of youth and families engaged in planning and directions of events and programs
<p>Develop innovative opportunities and responses to evolving community needs and dreams</p>	<p>SNA, MERC, Winnipeg Film Group, YMYWCA, Wii Chiiwaakanak, University of Winnipeg, Boys and Girls Clubs of Winnipeg, Big Brothers Big Sisters of Winnipeg, Friends of Sherbrook Pool, West End Cultural Centre, Westend Commons, IRCOM, NEEDS, Rossbrook House, Youth Agencies Alliance members, CKUW, Bike Dump, UWSA, West Central Community Program, City of Winnipeg SPIN program, Communities 4 Families, Fort Whyte Farms, Martha Street Studio, Graffiti Gallery, Studio 393, Art City</p>	<ul style="list-style-type: none"> ▶ Youth in the Spence Neighbourhood can access a diversity of program options. ▶ 1-3 new programs, activities, and/or ventures provided per year ▶ Barriers to all opportunities are removed or significantly decreased - including transportation, registration barriers, supports, cost, equipment, socio-economic, uniform, location, education, previous experience needed, etc..

ENVIRONMENT & OPEN SPACES

Environment & Open Spaces



Spence Neighbourhood Association GREEN PLAN 2016-2021

EXECUTIVE SUMMARY

The Environment and Open Spaces (EOS) Committee works to provide community members with opportunities to access good food, places to be outside, places to grow food, enhanced waste management opportunities, and improves active transportation (walking, cycling, running).

SNA undertook consultations with community members in the spring and summer of 2016. People were asked to choose their top three priorities from a list of five (see methods section). The top three that were chosen are:

- Improve, maintain, and protect community gardens as well as parks and green spaces.
- Enhance community waste management (clean ups, bulk waste, compost, e-waste).
- Work toward better food access and food skills (cooking workshops, Farmer's Markets, etc.).

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These three priorities will be given the focus of attention over the next five years, although that does not mean the other two are not important. The EOS staff and EOS Committee will continue to work towards ensuring our gardens, parks, and green spaces are maintained and improved by supporting returning and new gardeners, maintaining and building infrastructure, and promoting use of our open spaces. We will also endeavour to enhance community waste management by maintaining current initiatives such as community composts, while pursuing new opportunities, such as partnerships with existing organizations experienced in waste management. The third goal connects back to the first, providing people with the skills and tools to grow food is one way to address access to good food. We will create additional programming and partnerships to improve access to food. One such partnership will be with the Community Connecting committee and their already running Kitchen Circle; we hope to expand the workshops offered to give people food skills that they may have not had before.

As the EOS committee undertakes specific strategies and opportunities, we hope that they will all work in a holistic way to address the larger goals of benefiting our community to make it stronger, healthier, and more sustainable.

BACKGROUND

Incorporated in 1997, the Spence Neighbourhood Association (SNA) is a successful, grassroots-run, inner-city, renewal organization in Winnipeg. With 25 regular staff and over 150 regular community volunteers, SNA collaborates with the people of the Spence Neighbourhood to work in 5 key areas: holistic housing; community connecting; community economic development; youth and families; and environment and open spaces. The Spence Neighbourhood is bounded by Portage and Notre Dame Avenues, and by Balmoral and Agnes Streets.

SNA neighbourhood plans are community led and created through focus groups, consultations, meetings, surveys and testimonials from community. This 5-Year Green Plan is also the result of community consultations and input distilled through a deliberative process, to plan for the Greening of the community.

In 2001 there were more than 50 vacant lots within the neighbourhood. These were used as community dumping grounds and had a host of other problems. The original 2005-2009 Green Plan grew from community consultations during 2003-2004 in response to concerns brought forward by community members. This Green Plan led to the development and stewardship of many community gardens and helped to establish community events that are now mainstays in the community, such as the spring and fall neighbourhood clean ups.

The 2010-2015 Green Plan was the first neighbourhood Green Plan to be accepted by the City of Winnipeg. It sought to entrench the community garden spaces and gain city support for the work of the then Image and Greening Committee (now known as Environment and Open Spaces). Key successes achieved based on the 2010-2015 Green Plan include skateboarding elements and a community garden in the Jacob Penner Park Redevelopment; the creation of Ogimaa Gichi Makwa Gitigaan (Chief Grizzly Bear's Garden) on 561-569 Sherbrook with the guidance of Inner City Aboriginal Neighbours; and further development of already established community gardens.



METHODS

SNA staff and the EOS Committee worked together to choose five goals to put forward for the 2016-2021 SNA Green Plan. These goals were based on the work that EOS currently does in the areas of work that community members have asked SNA to work on over the last 20 years.

1. Improve, maintain, and protect community gardens as well as parks and green spaces
2. Enhance community waste management (clean ups, bulk waste, compost, e-waste)
3. Work toward better food access and food skills (cooking workshops, farmer's markets, etc.)
4. Improve neighbourhood active transportation (cycling and walking, including wheelchairs, strollers, etc.)
5. Increase environmental education

These goals were ranked through a community-wide survey where the three top goals were chosen. More focused consultations determined the key objectives for each goal. These consultations included two community garden consultations with seven participants each, a more general consultation with 12 participants and an additional 50 people provided input through e-mails, informal interviews and street level surveying. A more in depth description of the consultation is provided in the consultation plan (Appendix A).

GOAL ONE: Improve, maintain, and protect community gardens as well as parks and green spaces

Much of the work of SNA's Environment and Open Spaces committee focuses on supporting community volunteers and overseeing the ongoing maintenance and use of our 11 community garden spaces and green spaces. (Appendix B: Community Gardens and Green Spaces.) All of our community gardens are located on formerly vacant lots, which have been entrusted to our community by the City of Winnipeg, except for the Greenhouse site, which was donated to us by a private donor. Today, we have roughly 50

community gardeners who dedicate their time to planting, maintaining, and harvesting food from over 80 garden plots throughout the neighbourhood.

In addition to the community gardens, there are also a number of tot lots and parks in the neighbourhood, including Ogimaa Gichi Makwa Gitigaan (Chief Grizzly Bear's Garden), which was completed in 2013 on the site of four formerly vacant lots. This grassroots project was initiated by Inner City Aboriginal Neighbours and carried forward in partnership with SNA, and Ma Mawi Wi Chi Itata Centre Inc.

Our community members have told us how important the gardens and green spaces are to them, as spaces that contribute to their well-being, sense of community, health, access to food, and connection with nature.

For a more detailed look at the current context for this goal, please see Appendix C: Current Context by Goal.

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OBJECTIVES:

- ▲ Address long-term and short-term maintenance needs of the gardens
- ▲ Provide additional garden infrastructure with a focus on water access and garden security
- ▲ Through events and public engagement, ensure that community gardens and greenspaces are appreciated public spaces for all SNA residents
- ▲ Provide education and training for all community gardeners
- ▲ Dedicate yearly funds to the gardens
- ▲ Promote existing recreation infrastructure and look for ways to provide more recreation spaces

SHORT-TERM STRATEGIES (1-2 YEARS):

- ▲ Ensure gardens are maintained in accordance with SNA's agreement with the City of Winnipeg
- ▲ Communicate regularly with gardeners to identify maintenance concerns (including, but not limited to repair of fences, raised beds, compost bins and rain barrels)
- ▲ Continue to use the support of summer staff, First Jobs 4 Youth, Youth Crew, community volunteers, gardeners, and external volunteer agencies to maintain the gardens
- ▲ Plan and support a variety of community events in the gardens and greenspaces (workshops, potlucks, knowledge-sharing opportunities, ceremonies, work days, etc.)
- ▲ Communicate with residents about the gardens in order to promote their security and stewardship
- ▲ Facilitate opportunities for new gardeners to meet veteran/expert gardeners in

their garden and interact regularly

- ▲ Provide first-time gardeners with ongoing support and resources related to gardening practices
- ▲ Hold workshops for all gardeners related to topics of interest
- ▲ Provide workshops for all gardeners before, and after planting season (planning your garden, seed starting, and putting your garden to bed for the winter)
- ▲ Communicate about education and training opportunities through newsletters, posters in the gardens, and direct contact with gardeners

MEDIUM-TERM STRATEGIES (3-5 YEARS):

- ▲ Explore a range of funding/support opportunities for continued garden maintenance (small grants, contract services, donations, external grants, etc)

LONG-TERM STRATEGIES (GREATER THAN 5 YEARS):

- ▲ Attempt to install fencing to protect garden spaces from garden raiding while ensuring public spots remain open and accessible to everyone in the community

OPPORTUNITIES:

- ▲ Continued/expanded partnerships with partner agencies, and businesses to support the maintenance of community gardens through donations, volunteer labour, contract services, etc.
- ▲ Explore partnerships with other community and neighbourhood organizations to support more Spence residents having access to gardening as individuals or groups (daycares, immigrant and refugee organizations, school groups, youth serving organizations, etc.)

GOAL TWO: Enhance community waste management

Spence's dense population of residents and businesses combined with the large amount of traffic moving through the neighbourhood create large amounts of waste in the neighbourhood. This waste includes loose litter, food waste, bulky waste, and e-waste.

For the past 20 years there has been an annual spring clean up with residents coming together to clean loose litter of the streets. While the clean up reduces the amount of litter on the streets, it is an ongoing process that needs constant attention. Spence residents regularly report illegal dumping of bulky waste to 311 and SNA. Bulky waste creates arson risks that negatively affect the safety of the neighbourhood.

Waste management in Spence is a large issue that residents are very concerned about. In the past Spence had a staff person dedicated to composts and a similar position dedicated to waste management overall would greatly benefit the community.

For a more detailed look at the current context for this goal, please see Appendix C: Current Context by Goal.

OBJECTIVES:

- ▲ Create a designated position to partner with Community Connecting and deal with neighbourhood waste
- ▲ Explore CED opportunities for managing community waste
- ▲ Increase neighbourhood opportunities for disposing of waste correctly through education and physical infrastructure

SHORT-TERM STRATEGIES (1-2 YEARS):

- ▲ Increase the number of waste disposal and recycling bins at community gardens and greenspaces

- ▲ Improve signage related to composting best practices in the community gardens

MEDIUM-TERM STRATEGIES (3 - 5 YEARS):

- ▲ Explore funding options and work with Community Connecting to develop expectations and job functions related to such a position

LONG-TERM STRATEGIES (GREATER THAN 5 YEARS):

- ▲ Work with the City of Winnipeg, community gardeners, and volunteers to develop a solution for organized disposal, and pickup of yard waste from community garden sites

OPPORTUNITIES:

- ▲ This past year, a new initiative by the City of Winnipeg began installing closed-circuit cameras in parts of the West End with high frequencies of illegal dumping. We look forward to seeing how this initiative works to cut down on illegal dumping in our community
- ▲ Strengthen our partnership with the City of Winnipeg to provide more public education related to waste management and disposal
- ▲ Explore opportunities to partner with Green Action Centre to provide more public education and resources related to waste management and composting for the community and local schools
- ▲ Liaise with the West End Biz and the City of Winnipeg to explore options for communication (posters, flyers, ads, etc.) related to waste management
- ▲ Pursue partnership with Recycle Everywhere to provide more recycling bins across the neighbourhood

GOAL THREE: Work toward better food access and food skills

Access to good food and food skills has been identified by the community as a top priority for this 5-year plan. In a neighbourhood that relies heavily on active transportation to access food, transportation to stores that sell food at affordable prices can be a challenge. Food prices in the neighbourhood are often high causing people who do not have means to go outside the neighbourhood to make hard choices about quality of food.

People who have busy lives often feel challenged to have the time to make good food. Having the skills to know how to make good food in an efficient and affordable way is important for community members to be able to make a difference in their lives.

Providing opportunities for people to access affordable, good food, while also providing opportunities for people to learn how to use food in cost effective, time efficient, and fun ways is an important step in community member's improving the quality of food in their life.

For a more detailed look at the current context for this goal, please see Appendix C: Current Context by Goal.

OBJECTIVES:

- ▲ Continue to support food access programming while exploring opportunities for additional programs
- ▲ Explore CED options for food related programming
- ▲ Promote gardening in community plots and home gardens
- ▲ Provide and promote food skills workshops
- ▲ Increase participation in current food related programming

SHORT-TERM STRATEGIES (1-2 YEARS):

- ▲ Support additional programs that fill identified gaps in food related programming
- ▲ Continue to support and expand the West End Farmers Market
- ▲ Establish a grocery shuttle
- ▲ Research and develop opportunities for bulk purchasing models
- ▲ Establish partnership with HSC to increase use of Jacob Penner Park

MEDIUM-TERM STRATEGIES (3-5 YEARS):

- ▲ Explore options for food co-op models
- ▲ Economic feasibility study on the sale of perishable/non-perishable foods produced locally
- ▲ Develop markets for fresh herbs or other produce grown locally (seasonal/greenhouse)

LONG-TERM STRATEGIES (GREATER THAN 5 YEARS):

- ▲ Create year-round greenhouse to allow for continuous production of fresh food

OPPORTUNITIES:

- ▲ Continue to represent the interests of Spence residents and provide support to the Winnipeg Food Share Co-op as a Board member
- ▲ Pursue partnerships with grocery stores to overcome barriers to food access

GOAL FOUR: Improve neighbourhood active transportation

Many residents involved in SNA's programming rely on walking or cycling as their primary mode of transportation. Feedback from neighbourhood residents indicate that personal safety (feeling safe) and physical safety (accessible sidewalks, safe road and traffic conditions) are the number one concerns when it comes to active transportation in the Spence community. Infrastructure improvements, community patrols, more traffic calming, and better lighting were some of the suggestions coming forward from community members to promote and improve active transportation.

Recent improvements to cycling infrastructure including painted bike lanes along Maryland and Sherbrook are the beginning of further upgrades planned by the City of Winnipeg, including additional bike lanes (protected, and non-protected) to better link the neighbourhood with Downtown, West Alexander, and St. James (Winnipeg Pedestrian and Cycling Strategy). Moving forward, it will be important that these upgrades are coupled with improvements to sidewalks, back lanes, and local streets in order to make all aspects of our community more accessible.

For a more detailed look at the current context for this goal, please see Appendix C: Current Context by Goal.

OBJECTIVES:

- ▲ Partner with the City of Winnipeg to improve physical infrastructure implementation, maintenance and awareness for walking/biking
- ▲ Partner with Community Connecting to increase neighbourhood safety
- ▲ Provide opportunities and programs to promote biking and driver education
- ▲ Plan for and implement community-level

physical infrastructure and maintenance to promote walking/biking

SHORT-TERM STRATEGIES (1-2 YEARS):

- ▲ Look at opportunities for community members to share neighbourhood concerns related to infrastructure with our local City Councillor (forums, budget consultations, etc.)
- ▲ Facilitate/host bike clinics
- ▲ Explore opportunities to offer free bike repair days similar to Orioles Bike Cage
- ▲ Communicate with neighbourhood residents about biking and driving best practices

MEDIUM-TERM STRATEGIES (3-5 YEARS):

- ▲ Work with our local City Councillor and the City of Winnipeg to explore traffic calming options on busy or otherwise dangerous streets
- ▲ Develop a strategy for recording and reporting potholes, sidewalk safety issues, and other infrastructure concerns to our City Councillor/The City of Winnipeg
- ▲ Advocate for additional bike lanes
- ▲ Explore ways in which EOS can support Community Connecting during Community WalkABOUTs and in identifying and reporting neighbourhood safety concerns
- ▲ Liaise with Community Connecting regarding the possibility of a Citizen's on Patrol Program
- ▲ Work with Community Connecting and the West End Biz to investigate the possibility of increasing the presence of West End Biz patrols in the neighbourhood
- ▲ Explore and support opportunities to increase neighbourhood access to bikes (adults and children) including the possibility of holding another SNA Bike Rodeo
- ▲ Enhance driver awareness/education

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about cycling (newsletter content, local posters, etc.)

- ▲ Post community maps around the neighbourhood
- ▲ Look at ways to improve the safety and appearance of frequent cut-throughs to garden spaces (between apartment blocks, etc.)
- ▲ Explore ways to add more bike racks to busy areas of the community and provide information on low-cost options for installing bike racks to local businesses

LONG-TERM STRATEGIES (GREATER THAN 5 YEARS):

- ▲ Complete a neighbourhood accessibility audit, and provide information about programs that support accessibility upgrades to local businesses, organizations, and landlords

OPPORTUNITIES:

- ▲ Further proposed active transportation upgrades by the City of Winnipeg in the Spence-area include: protected bike lanes along St. Matthew's, Wellington, Cumberland, and neighbourhood greenways with varying degree of traffic calming along Langside and Spence (Winnipeg Pedestrian and Cycling Strategy)
- ▲ Explore partnership with Green Action Centre around Active and Safe Routes to School
- ▲ Look at community education opportunities or resources available through Manitoba Public Insurance, Bike Week Winnipeg, and other organizations working on active transportation issues
- ▲ Explore information and support available from the Provincial Government for accessibility upgrades (wheelchair ramps, etc.)
- ▲ Pursue funding supports for additional bike racks through the City of Winnipeg

GOAL FIVE: Increase environmental education opportunities

Environmental education opportunities are important for members of SNA to improve and expand the skills of the community. Workshops are an important medium to address the learning desires of the community. Information sessions to get new gardeners up and running, or to communicate different ways of gardening to experienced gardeners allow for the community to continue to produce their own food in the neighbourhood.

Workshops related to topics outside of gardening are important pieces in helping the community determine what it can do to be more sustainable.

Partnerships with the University of Winnipeg have been developed to provide research opportunities in the neighbourhood while increasing the presence of the University in the community.

Achieving regular and high turn-out to workshops is often a challenge despite wide advertising of workshops. This shows the importance of facilitating workshops that have been requested by the community.

For a more detailed look at the current context for this goal, please see Appendix C: Current Context by Goal.

OBJECTIVES:

- ▲ Partner with schools to provide gardening related programs to school age kids
- ▲ Partner to provide and promote environmental education workshops

SHORT-TERM STRATEGIES (1 -2 YEARS):

- ▲ Inventory existing environmental programming available for children, youth, and adults
- ▲ Identify opportunities for complementary programming to existing environmental programs

- ▲ Identify new programming opportunities where existing programming is lacking by group (children, youth, adult) and by topic
- ▲ Identify key contacts at the University of Winnipeg and community organizations
- ▲ Facilitate relationship building between the University of Winnipeg and community organizations
- ▲ Determine what environmental topics are of interest to community members
- ▲ Development of environmental programming for children, youth, and adults

MEDIUM-TERM STRATEGIES (3 - 5 YEARS):

- ▲ Development of mentored programming (i.e. youth deliver to children, adults to youth, university to adults)
- ▲ Explore funding/support opportunities for environmental programming
- ▲ Facilitation and promotion of new and existing environmental programs

LONG-TERM STRATEGIES (GREATER THAN 5 YEARS):

- ▲ Develop packaged fee-for-service environmental programming available to public
- ▲ Sustainable mentorship based environmental programming offered on range of environmental topics

OPPORTUNITIES:

- ▲ Pursue more formal opportunities to partner with the University of Winnipeg students and faculty to facilitate environmental education opportunities with community members
- ▲ Look at further opportunities to partner with community organizations like West Broadway Community Organization, Food Matters Manitoba, Fort Whyte Alive, and Manitoba Eco-Network to offer locally-relevant environmental education opportunities based on community member's interests and requests



APPENDIX A: Green Plan Consultation Plan

SNA staff and the Environment and Open Spaces Committee worked together to choose five goals to put forward for the 2016-2021 SNA Green Plan.

1. Improve, maintain, and protect community gardens as well as parks and green spaces
2. Enhance community waste management (clean ups, bulk waste compost, e-waste)
3. Work toward better food access and food skills (cooking workshops, farmer's markets, etc.)
4. Improve neighbourhood active transportation (cycling and walking, including wheelchairs, strollers, etc.)
5. Increase environmental education opportunities (workshops, research, etc.)

These goals were ranked through a community-wide survey and were reduced to three main goals. Additionally, more focused consultations helped determine the key objectives for each goal.

METHODS

COMMUNITY GARDEN CONSULTATIONS

All of the community gardeners from the last five years were invited to one of two garden consultations. These consultations took place at the Greenhouse Site and the Young St. garden known as Sheba's Paradise. All of the Community Garden neighbours (from houses on either side

of each garden) were invited to the consultation. Consultation participants provided input on the actions for the five EOS goals and discussed the kind of improvements, maintenance and activities they would like SNA to provide for the community gardens. The informal discussion was facilitated by an SNA staff or a consultant. Notes were taken on a flip chart and the discussion questions were: What do you like about this garden space? If you could, what changes would you make to this garden space? What else could SNA provide to help community gardeners/gardens? This consultation will help collect information for Goal One. At least one community gardener speaks Swahili and a number of Syrian families speak Arabic. Newcomer feedback was provided through an interpreter.

GREEN PLAN SURVEYING

The community was surveyed to generate key objectives for all EOS goals. During the Aboriginal Music Week Block Party hosted by SNA, the August EOS Committee meeting, the Community Garden Consultations, surveying with SNA's First Jobs 4 Youth staff, and through street corner consultations, community members were asked to provide the most important action SNA should take under any of the five EOS goals. This was done using sticky notes on flip chart paper during events or orally for street corner consultations. For the street corner consultations, volunteers asked community members about one selected goal at a time.

DOCUMENT REVIEW

Existing program evaluations, surveys and documents were reviewed to provide information for Goals 1-5. The documents and organizations that were consulted are listed in Appendix C.

APPENDIX B: Community Gardens and Green Spaces

GOAL ONE: Improve, maintain, and protect community gardens as well as parks and green spaces.

In 2016 there were roughly 48 community gardeners gardening in 81 plots. Garden plots have been advertised through newsletter content, posters around the community, and word-of-mouth, which resulted in recruiting 22 new gardeners in 2015. Although the number of plots being gardened in has remained fairly consistent over the last five years (due in part to a few ambitious gardeners, and partnerships with organizations like the West Central Women's Resource Centre), the overall number of community gardeners has been in decline. This decline has been coupled with a high-turnover of gardeners, particularly at the Ashley Hudson Memorial Garden (607-611 Langside St.), the International Garden (446 Langside St.), and the Sunshine Gardens (635-637 Maryland St.). The Jacob Penner Park Community Garden was completed in 2012, and operates in cooperation with DMSMCA. It has been difficult to recruit and retain Spence community gardeners at this site as well. (SNA internal Community Gardener lists 2011-2016, anecdotal staff feedback and observations, EOS Neighbourhoods Alive! report 2015)

Feedback from gardeners, community members, and SNA staff indicates that vandalism is the biggest issue contributing to the high gardener turnover at these sites. Vandalism has included gardener's plants being pulled up, communal perennial shrubs like rhubarb and strawberries being pulled up, vegetables getting stolen or destroyed, rain barrels being emptied, compost bins being broken or stolen, and garden beds being pulled apart. Another possible reason for this high turnover offered by long-time community gardeners is that many new gardeners require a higher level of community support and communication in order for their gardens to be successful and for them to continue year after year. (Gardener feedback, SNA Internal Garden Condition Reports)

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Gardens that maintained a high level of community interest and participation, including Sheba's Paradise (483-485 Young St.), and the garden at 559 Langside St., benefit from having a few long-time gardeners and community helpers whose hard-work, expert knowledge, and leadership make sure the gardens stay in excellent condition and are well-maintained. As well, these gardeners have become recruiters and mentors of new gardeners. These gardens also have more security through additional gates, concerned neighbours keeping an eye on things, and gardeners that visit frequently. (Anecdotal feedback from staff and gardeners)

In 2016, help from organizations and businesses like Urban Eatin' Workers Co-op, Home Depot, Food Matters Manitoba, Boys and Girls Club, IRCOM, West Central Women's Resource Centre, Long Term Growth Tree Services, Sage Garden Herbs, Jensen's Nursery, and Spence Neighbourhood Association's First Jobs 4 Youth Program have helped with community garden planting, maintenance, and new projects. This has resulted in garden bed repairs, new compost bins at 350-354 Agnes Street, water collection system repair, new soil and mulch for garden beds, new and rebuilt beds at the Kid's Garden, seeds and seedlings for community gardeners, perennials to help beautify the gardens, and help with weeding, and pruning maintenance. A \$500.00 donation from Home Depot this past gardening season meant that we were able to purchase new gardening equipment including an additional reel mower, a weed whacker, and a new garden cart. (SNA Annual Reports, anecdotal feedback from staff and gardeners, Neighbourhoods Alive reporting notes)

In recent years, SNA's Summer Garden Coordinator, along with four youth through the First Jobs 4 Youth program, have been able to dedicate 14+ hours per week exclusively to garden maintenance. Getting the youth involved in maintaining the gardens by providing employment opportunities through the First Jobs 4 Youth program has been recognized and welcomed by the

community. Community members have shared feedback like: "It was great to see the youth out in the garden working hard and only taking water breaks." (EOS Neighbourhoods Alive! Report 2015)

Despite improvement and maintenance efforts in recent years, many garden beds and compost bins still need to be repaired or replaced due to the age and condition of the wood. (SNA Internal Garden Condition Reports)

In addition to our community gardens, Spence Neighbourhood Association also helps maintain aspects of other community parks and greenspaces. Improvements to Ogimaa Gichi Makwa Gitigaan (Chief Grizzly Bear's Garden) at 561-569 Sherbrook Street were completed in 2013. Spence Neighbourhood Association maintains an active role on the Chief Grizzly Bear's Garden Council, which organizes annual ceremonies at the Garden including the Summer Solstice, Fall Equinox, and Winter Solstice. The Garden is also used by community groups, like Snowbird Lodge on a regular basis for ceremonies, and Spence Neighbourhood Association has a firepit for community-lending for this purpose. SNA is also responsible for maintaining the perennial native plants and shrubs at the Park. Spence Neighbourhood Association is also responsible for the North perennial bed in Furby Park, which has been maintained by neighbouring community members, and First Jobs 4 Youth participants in the past. (SNA Annual Reports, anecdotal information from staff)

Hosting events in community gardens and parks in order to increase access to greenspace and build community has been maintained as a priority. In 2015, there were 29 events and official gatherings in the gardens and green spaces. These included: 7 work days (with gardeners, SNA staff, and Urban Eatin' staff), 3 ceremonies, 2 committee meetings, 8 tree banding events, 6 community wide events and BBQ's, and 4 workshops. (EOS Neighbourhoods Alive! Report 2015)

GOAL TWO: Enhance community waste management (clean-ups, bulky waste, compost, e-waste)

This year, Spence Neighbourhood Association partnered with DMSMCA and Johnson Waste Management to host the 20th Annual West End Spring Clean Up. There were 58 volunteers that came out to collect litter around the community. We were able to fill two large 30 cubic yard waste bins provided by Johnson Waste Management, cleaned up 3 back lanes of bulky waste, and cleaned all front streets in Spence of loose litter. All tree bands in the community were also removed. (SNA Small Grant 2016 Clean Up Report draft, anecdotal information from SNA staff)

Bulky waste, recycling and illegal dumping of bulky waste have been an ongoing challenge in the community. The Sunshine Garden at 635-637 Maryland and the garden at 547 Furby Street have been frequent sites for illegally dumping bulky waste over the past few years. We have received cooperation and support from the City of Winnipeg when we make reports about illegal dumping and bulky waste in the gardens and are not charged with a pick-up fee. However, residents in the community are still charged to have bulky waste picked up from their properties even if it has been illegally dumped. (Anecdotal information from staff)

An added challenge is posed by the high-turnover of residents from rooming houses. Furniture is often left behind in alleyways when tenants move out, and landlords have expressed that the garbage bins behind these properties are often overflowing and sometimes garbage is simply left around the bin instead of being properly disposed of. (SNA Internal Garden Condition Reports, SNA Waste Management Meeting Minutes)

In the summer months, regular Community Walk-Abouts organized and led by SNA's Community Connecting committee, give community members a chance to learn about safety hazards in the community and record and report on bulky waste within the neighbourhood. Reports shared

by Community Connecting indicate that in the summer of 2015, 41 bulky waste sightings over the course of 8 Community Walk-Abouts covering the Spence area were reported to the City of Winnipeg. Sightings and reports of bulky waste are accompanied by a flyer being placed in the mailbox of the property where the waste was sighted to provide information to the homeowner or tenant. (SNA's Community Connecting 2015 Bulky Waste Report)

Outside the summer months, Environment and Open Spaces committee volunteers have also gone out to report incidents of bulky waste throughout the year. Of the recent bulky waste reports from SNA's Environment and Open Spaces committee, there were 79 incidents of bulky waste from all around the Spence neighbourhood reported to the City of Winnipeg. (EOS bulky waste reports)

Waste management in the community gardens has also been a challenge. Only four of our eleven community gardens have garbage bins available for gardeners and community residents to use. There are no recycling bins at any sites so recyclables like cans often end up in the garbage rather than being sorted. While the community garden compost bins at 559 Langside and 446 Langside are well used by community members and staff at the nearby Magnus Eliason Recreation Centre, many compost bins are used improperly, and people use them to dispose of garden weeds, branches, and even bulky waste. Several compost bins also need to be repaired or replaced due to the age and condition of the wood. SNA previously benefited from having a staff person dedicated to compost education, and maintenance, but changes to the staffing structure has meant that composts are not turned and maintained as often as they should be. (Anecdotal information from SNA staff and community members, SNA Waste Management Meeting Minutes)

Feedback from community members over the last five years indicates that there is a lack of education about properly sorting and disposing of

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garbage, recycling, and yard waste. In the community gardens where there is an abundance of yard waste, gardeners do not always know how to properly dispose of leaves, weeds, twigs, plants, and grass clippings so they often end up in the garbage or the compost. Additionally, community gardens are sometimes missed during yard waste collection. (Anecdotal information from SNA staff and community members, SNA Waste Management Meeting Minutes)

Environment and Open Spaces staff have been a part of the Waste Diversion Advisory Committee with the City of Winnipeg which had been advising the City and sharing community feedback related to city-wide curbside organic waste collection. As part of this Committee, SNA had been provided with informational packages to deliver or make available to community members regarding waste management, however recently, there has been less focus on public education related to waste management. (EOS Neighbourhoods Alive! Report 2015)

GOAL THREE: Working toward better food access and food skills (cooking workshops, farmer's markets, etc)

Community surveying over the past few years has told us that food access and food skills are the most important issue to people living in the Spence area. A recent report by Winnipeg Food Share Co-op indicated that 47 percent of survey participants from the Spence neighbourhood access a food bank. People in the neighbourhood purchase groceries from No Frills, Safeway, and Giant Tiger, and the majority of Spence residents involved in the Winnipeg Food Share Co-op survey also indicated that they use some form of active transportation to access food. Many participants indicated they often used multiple forms of transportation to access food. (Internal SNA 2 Year Green Plan Survey Results, Winnipeg Food Share Co-op Final Report, 2016)

We have heard time and time again from com-

munity members about the importance of community gardens in enhancing food security for neighbourhood residents. Gardeners have told us how the opportunity of gardening, especially for those living in apartments, has cut down on their reliance on food banks and helped lead to improved healthy diets. One community member remarked: "SNA has been wonderful to us these past few years by allowing my family the opportunity to grow fresh veggies." (EOS Neighbourhoods Alive! Report 2015)

Efforts have been made to connect new gardeners with experienced gardeners through informal meetings at both the beginning of, and throughout the gardening season to help increase community knowledge and skill building with gardening. In 2015, our partnership with Urban Eatn', allowed us to use work days in the garden as an opportunity to invite both new and expert gardeners to come together, share information, and help learn about garden maintenance. These work days also allowed gardeners to ask questions and get advice on making changes in the garden for the future. Despite existing networking opportunities for gardeners, information collected from year-end garden reviews has indicated that the majority of gardeners (65%) feel they had produced less produce than expected, indicating a greater need for gardener education, networking, and support. (EOS Neighbourhoods Alive! Report 2015)

In 2015, SNA supported cooking classes with the Winnipeg Food Share Co-op and West End Commons. SNA's Community Connecting committee also hosts regular Kitchen Circle's in which local volunteers teach community members how to prepare a low-cost healthy meal. (Anecdotal information from SNA staff, SNA 2015 Annual Report)

For the third year in a row, Spence Neighbourhood Association has supported the West End Community Market in partnership with Daniel McIntyre-St. Matthew's Community Association, Winnipeg Food Share Co-op, and the West Central Mosque. The market runs on a weekly

basis throughout the summer months, and offers fresh fruits and vegetables from a local farmer, honey, and other crafts, and baked goods. In the summer of 2016, SNA attempted to partner with the University of Winnipeg to run a community market on university property, but due to poor attendance and vendor unavailability, it was decided that our time would be better invested supporting the West End market, and offering to give rides to the market for interested community members using SNA's Community Wheels van. (Anecdotal information from SNA staff, EOS Neighbourhoods Alive! Report 2015)

Outside of the regular market season, SNA has participated in Winnipeg Food Share Co-op's Good Food Box program as a neighbourhood depot, where residents can order and then pick-up a variety of low-cost fruits and vegetables. The University of Winnipeg was also another depot location. In 2015, SNA sold 109 Good Food Boxes. Unfortunately, the Good Food Box program has been on-hold since December, 2015 to allow Winnipeg Food Share Co-op the opportunity to determine the best way forward to increase access to healthy food across the city. Almost half of the people surveyed by Winnipeg Food Share Co-op, across all areas where the Food Box program operated, had never heard of the program, indicating a need for greater communication about these types of initiatives in the future. (Anecdotal information from SNA staff and WFC board members, EOS Neighbourhoods Alive! Report 2015, Winnipeg Food Share Co-op Report, 2016)

GOAL FOUR: Improve neighbourhood active transportation (cycling and walking - including wheelchairs, strollers, etc.)

When it comes to active transportation in the Spence community, safety is the number one concern among area residents. Feedback over the last year has told us that we should pre-

serve and add: "walkable sidewalks", "protected bike lanes", "active transportation," "close streets for day/week/weekend play," "better lighting," "community patrols," and "more crosswalks," Residents shared that: "high traffic streets," and "unsafe streets" should be removed from our neighbourhood. (Internal EOS 2-Year Plan Feedback)

Many residents involved in our programming rely on walking or cycling as their primary mode of transportation, but we have heard how threats to personal safety can keep people in their homes, off the streets, and out of public areas, parks, and gardens, especially at night (Anecdotal information)

As an older neighbourhood, our sidewalks, streets, and back lanes are crumbling, and need better investment from the City of Winnipeg to be accessible to everyone who lives here. While our neighbourhood benefits from having sidewalks on both sides of the street, many sidewalks are inaccessible due to cracks, uneven concrete, missing concrete, ice in the winter, and large puddles in the springtime. (Anecdotal information)

Neighbourhood schools and recreation centres like the Magnus Eliason Recreation Centre, John M. King School, and Sister MacNamara School are located close to busy streets like Ellice and Balmoral, and community residents have expressed concerns about kids running across the street on their way to and from school, especially when crossing guards are off-duty. Traffic counts over the past two years from sections of Langside and Furby near the Magnus Eliason Recreation Centre, and the Kid's Garden have been high at all times of the day, indicating a need for further traffic studies, and the possibility of adding traffic-calming features to these areas. (Anecdotal information from staff and residents, 2014-2015 internal traffic counts)

Recent cycling infrastructure upgrades in our neighbourhood like the painted bike lanes on Maryland, and Sherbrook are important steps

ENVIRONMENT & OPEN SPACES

towards providing safer cycling routes for people traveling through and within the Spence neighbourhood. Further upgrades being planned by the city include additional bike lanes (protected, and non-protected) to better link the neighbourhood with Downtown, West Alexander, and St. James. (Walk/Bike Winnipeg Report)

GOAL FIVE: Increasing environmental education opportunities (workshops, research, etc.)

With the help and cooperation of SNA's Building Belonging Program, Kid's Garden Programming facilitated by Environment and Open Spaces staff at the 435 Furby Street community garden has continued on a weekly basis from spring to fall. In 2015, 57 hours of Kid's Garden programming helped 140 kids ages 6-11 have fun, and gain experience, skills, and knowledge through activities like: berry picking, planting and maintaining the garden, community clean-ups, plant identification scavenger hunts, cooking classes with food from the garden, making art with flowers and leaves, learning about and then helping with composting, organic lawn care, and vermicomposting. SNA has also joined up with a botanist from the University of Winnipeg who led a Kid's Garden field trip to the University's greenhouse to learn about exotic and unique plants. (SNA 2015 Annual Report, EOS Neighbourhoods Alive! Report 2015)

A partnership with University of Winnipeg's biology professor, Dr. Rafael Otfinowski and his summer students in 2015 used three community gardens to examine the best methods of organic weed reduction and its efficiency to gardeners in the community. The students shared this information with the community by hosting a table at

the West End Community Market. Dr. Otfinowski is excited to continue this relationship with SNA and explore further ways to work with the community. (Anecdotal information from EOS staff, SNA 2015 Annual Report)

In 2015 and 2016, SNA hosted or supported a handful of workshops including: seed starting, an Inner City Edibles plant tour, and a two-day permaculture workshop. In 2015, 43 people participated in five different workshops. The number of workshops has declined from previous years, and staff have reported that some past workshops, like Organic Lawn Care had been poorly attended or had no community members show up despite being advertised on bulletin boards throughout the community, in the SNA newsletter, and by community gardeners being called or emailed about these events. More than anything, this has likely indicated that environmental education opportunities must be led by, or asked for by the community in order for them to be successful. (Anecdotal information from EOS staff, SNA 2015 Annual Report, EOS Neighbourhoods Alive! Report 2015)

In order to better support gardeners, more informal education opportunities have been offered through one-on-one, or group meetings with new gardeners, and by liaising with supporting agencies like the West Central Women's Resource Centre around gardening techniques and support. Additionally, Environment and Open Spaces staff have recently begun sharing gardening tips and advice through the monthly newsletter as a way to communicate with the broader community. (Anecdotal information from EOS staff, EOS Neighbourhoods Alive! Report 2015)

APPENDIX C:

Neighbourhood Spaces

COMMUNITY GARDENS:

Sheba's Paradise: 483-485 Young St.

Ashley Hudson Memorial Garden:
607-611 Langside St.

559 Langside St.

The International Garden: 446 Lang-
side St

The Kids Garden: 435-437 Furby

L'espoire du Demain (Hope for To-
morrow) Garden: 547 Furby St.

Sunshine Gardens: 635-637 Mary-
land St.

Green House: 689 Maryland St.
(owned by Spence Neighbour-
hood Association)

448 McGee St. Garden (in coopera-
tion with West Central Women's
Resource Centre)

Jacob Penner Park Community Gar-
den (in cooperation with Daniel
McIntyre/St. Matthew's Community
Association)

683 Agnes St.

GREEN SPACES:

Agnes Green Space (in cooperation
with West End Commons, and St.
Matthew's-Maryland Community
Ministry)

Cumberland Corridor

TOT LOTS/PARKS:

Furby Park Tot Lot (we maintain the
perennial garden along the North-
side of the Park)

Maryland/Wellington Tot Lot

Spence/Cumberland Tot Lot

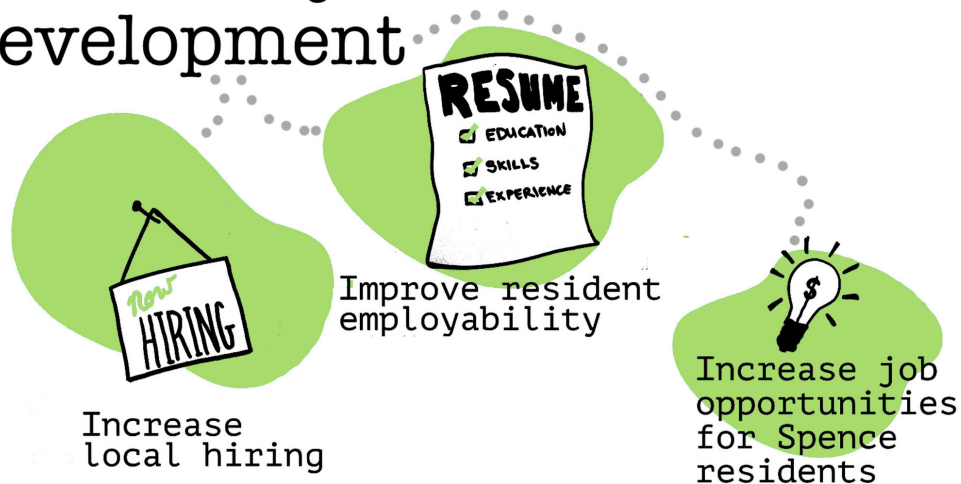
Jacob Penner Park

Ogimaa Gichi Makwa Gitigaan (Chief
Grizzly Bear's Garden): 561- 569
Sherbrook Street (we maintain the
perennials)

Saigon Park on the corner of Spence
Street and Ellice Avenue

COMMUNITY ECONOMIC DEVELOPMENT

Community Economic Development



Spence Neighbourhood Association CED PLAN 2016-2021

INTRODUCTION

The Spence Neighbourhood Association (SNA) and other community based organizations in the neighbourhood have been working on various economic initiatives over the last ten years. Community led approaches have included a Skills Bank, Tool Library, ID Program, and Front Step Research, and have collaborated with other local employment efforts such as Opportunities for Employment and Seed Winnipeg to support many forms of community economic development and employment. Still, challenges persist with many community members living in poverty. Spence has higher unemployment rates, and lower average income rates than the rest of Winnipeg.

This community-led CED strategy strives to build on current work to address income and employment challenges and to promote a healthy, stable local economy over the long-term. Developed through an inclusive engagement process with strong involvement of the CED committee and Kayla Penelton as the plan developer, the strategy outlines a five-year plan to direct CED priorities in the Spence neighbourhood and greater West Central community.

Community Economic Development (CED) uses local action to create local economic opportunities and improve the social and environmental conditions of a neighbourhood. The CED process relies on the knowledge and resources of local residents, businesses, and organizations to identify economic, social, cultural, and environmental needs of the community.

SUPPORTIVE PLANNING TOOLS

▲ Our Winnipeg

“Complete Communities provide options for local employment, recognizing that not everyone will live near their place of employment. While Downtown, airport lands and designated employment zones will continue to be the centres of employment in the City of Winnipeg, a complete community should entail a mix of uses that will provide the option of employment close to home.”¹

▲ Economic Development Strategy 2013-2017²

The most recent Winnipeg Economic Development Strategy is ending in 2017. It will be important for Spence residents to involve themselves in the creation of future plans to extend some intentions from the most recent plan to greater community benefit, including actions like:

- encouraging Aboriginal Economic Development
- reducing barriers to education and employment
- making Winnipeg a centre of excellence in immigrant engagement and community integration
- supporting small business development

▲ Manitoba Social Enterprise Strategy

The Manitoba Social Enterprise Strategy is a document co-created by government and the community economic development sector that was launched in 2015 to grow the labour market and reduce poverty. It presents six pillars to support increased social enterprise development:

1. Enhance Enterprise Skills
2. Ensure Access to Capital and Investment
3. Expand Market Opportunities
4. Promote and Demonstrate the Value of Social Enterprises
5. Regulatory Framework
6. Networks and Community Engagement.

1. Our Winnipeg, page 33. Available at http://www.economicdevelopmentwinnipeg.com/uploads/document_file/economic_development_strategy_2013_2017.pdf?t=1423506132

2. Available at https://www.gov.mb.ca/housing/pubs/mb_social_enterprise_strategy_2015

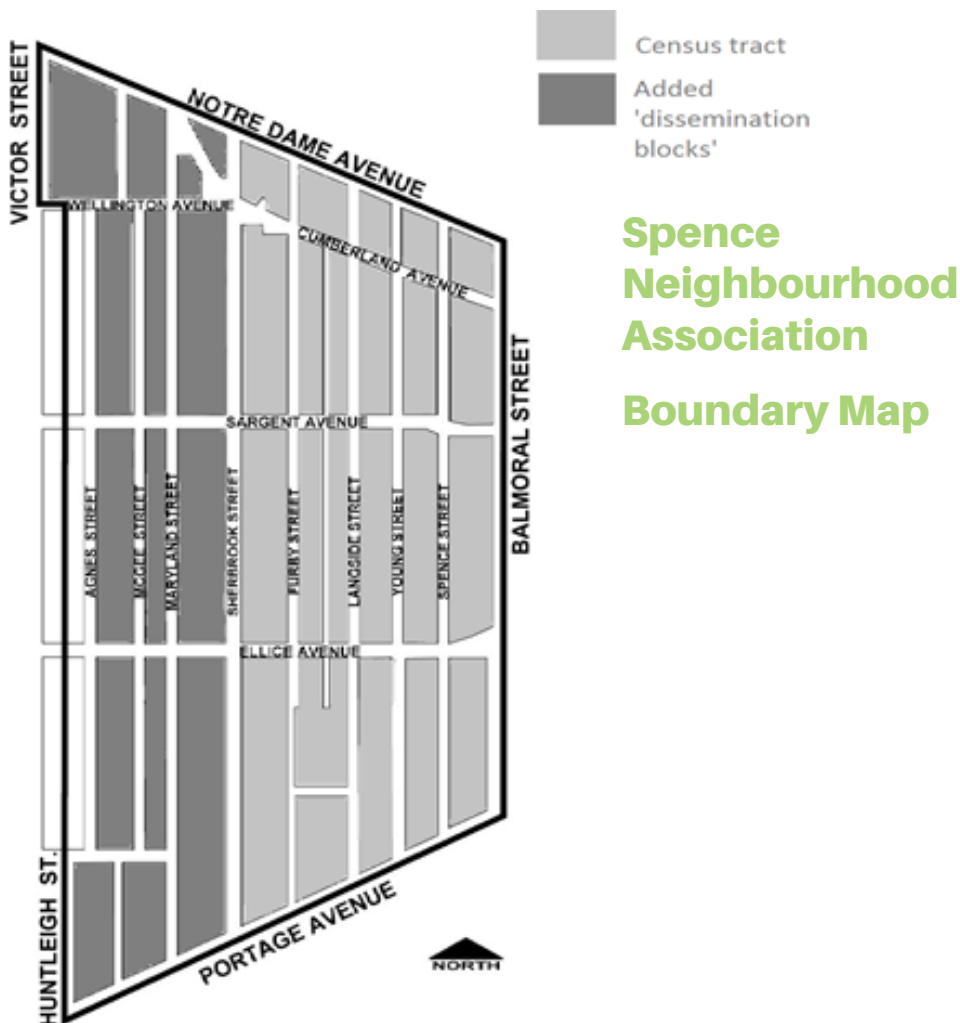
NEIGHBOURHOOD PROFILE/ECONOMIC BASE ANALYSIS

Reading the Numbers: Cautions and Concerns

The Spence Neighbourhood Association boundaries vary from both the City of Winnipeg's Spence neighbourhood boundaries, and the census tracts used by Statistics Canada. Therefore, data used from the Statistics Canada census is helpful for seeing trends and making comparisons, but is not fully representative of the Spence Neighbourhood as defined by SNA.

Additionally, the 2011 National Housing Survey (NHS) replaced the previously mandatory long form census with voluntary forms, and despite increasing the number of survey requests, the data collected may be of lower quality and less accurate than previous census data.

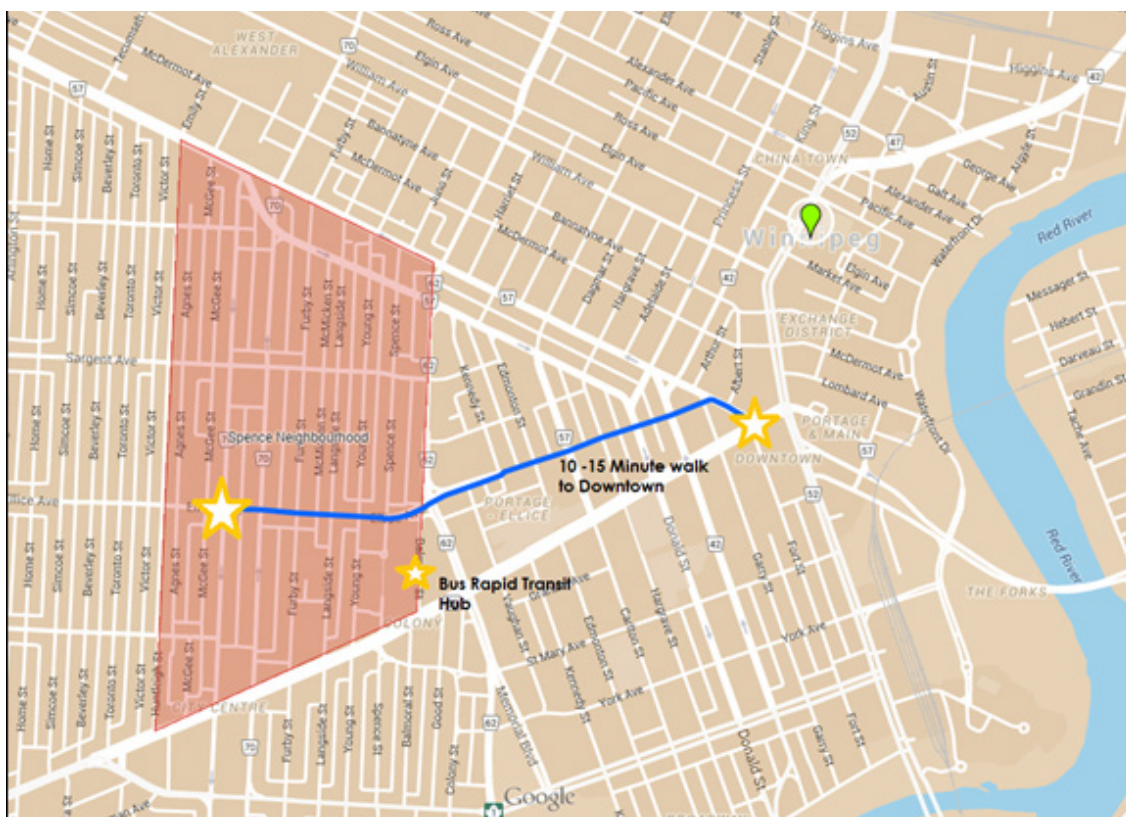
In order to improve data for population counts, additional 'dissemination blocks' or smaller sets of data can be added to the census tract in order to gain a more complete picture of the neighbourhood. Unfortunately, even when using these data sets, the neighbourhood is still not fully represented within the Spence Neighbourhood Association boundaries.



COMMUNITY ECONOMIC DEVELOPMENT

LOCATION AND INFRASTRUCTURE OF THE SPENCE NEIGHBOURHOOD WITHIN WINNIPEG

The Spence neighbourhood is located along the western border of Winnipeg's downtown core within what is known as the West End neighbourhood. Compacted into 0.5 square kilometers, the Spence neighbourhood is a bustling community made up of residential housing, commercial corridors, transportation thoroughfares, and community gathering places.



TRANSPORTATION

Portage Avenue runs East/West along Spence's southern border, and as one of Winnipeg's main transportation corridors, receives on average from 38,700 to 52,700 vehicles a day. Colony and Balmoral Street, running along the east side of the neighbourhood, sees anywhere from 24,700 to 27,000 cars daily. Sherbrook and Maryland Streets, which run through the center of the neighbourhood see anywhere from 13,000 to 18,000 vehicles daily on.

Although Spence has heavy vehicle traffic, the neighbourhood also has a growing bicycle infrastructure. Both Sherbrook and Maryland have designated bike lanes that run from the neighbouring community of West Broadway north to Notre Dame Ave. Proper cycling infrastructure is an asset for any community and their local economy, as studies have shown that cyclists spend more money at local businesses than the average driver (<http://www.tandfonline.com/doi/abs/10.1080/07293681003767785>). Spence also has several main bus routes running through it, and is located close to a major Rapid Transit hub that services most of the city.



Traffic Flow in Spence Neighbourhood

DEMOGRAPHICS

POPULATION GROWTH

The population of the City of Winnipeg is growing at an average rate of 1.3% and is expected to continue this trend for the next decade (Population, Housing and Education Forecasts for the Winnipeg CMA). Within Winnipeg's downtown, the population has risen from 13,470 to 14,000 between 2006 and 2011. In the Spence neighbourhood, population growth is rising at a rate of 0.8% from 2006 to 2011. The population of the area as of 2011 was at 7,113, up from 6,668 in 2006.

AGE STRUCTURE

A review of the population age structure from the 2011 Census is limited to three varying age groups. The age group ranging from 0-14 was the only one to grow from the 2006 to 2011 census at a rate of 1.84%, and comprised 19.86% of the community population. Within the community this age group is very integral to a healthy economy as many of these youth will be entering the workforce within the next few years. Their training, education and ability to obtain long-term employment will be important in maintaining a solid footing for the local economy. The age group of 15-64 years saw a decline of 1.81% from 2006 to 2011. At the time of the 2011 census, community members within this group comprised 72.01% of the population of the neighbourhood. In 2011, 7.96% of the Spence population was 65 and over.

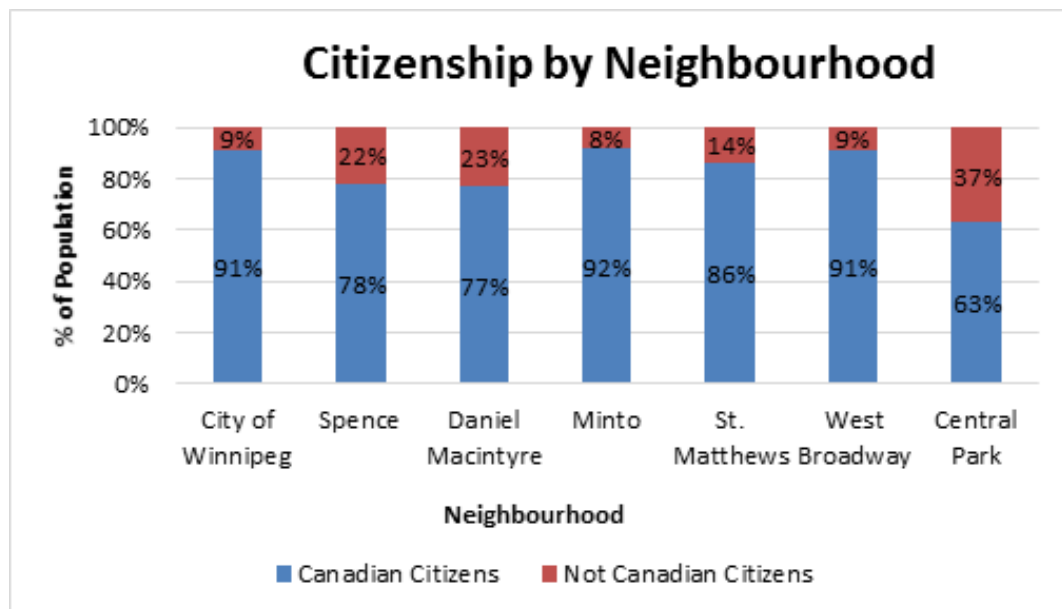
With an aging population and the "baby boomer" generation entering into retirement, there exists the potential for a labour shortage within Canada. Many experts are projecting that a labour shortage will affect particular industries and skilled labour positions. Therefore, business and industry leaders across Canada, including within Manitoba, are expressing growing concern over the impending shortage and the already limited pool of skilled labourers.¹ These concerns highlight an opportunity for the provincial and federal government to connect low-income under employed labour force existing here in the Spence neighbourhood as well as other predominantly low-income neighbourhoods.

CITIZENSHIP

The Spence neighbourhood has been branded as the "International Village" for its diverse collection of global cuisine restaurants, and multicultural population. In 2011, 8.6% of Winnipeg's total population was comprised of immigrated citizens, and Spence's population of immigrated citizens was 22.64%. In addition to having a higher percentage of immigrants, Spence also contains a higher than average rate of immigrants than some other neighbouring communities (See graph below).

A large immigrant population can foster a diverse skills base and creative local businesses, however there needs to be adequate support for them and assistance with integration into the local economy. This is especially important in the Spence neighbourhood as the neighbourhood saw over five times more new immigrants from 2000 to 2006 than in the previous four year period.

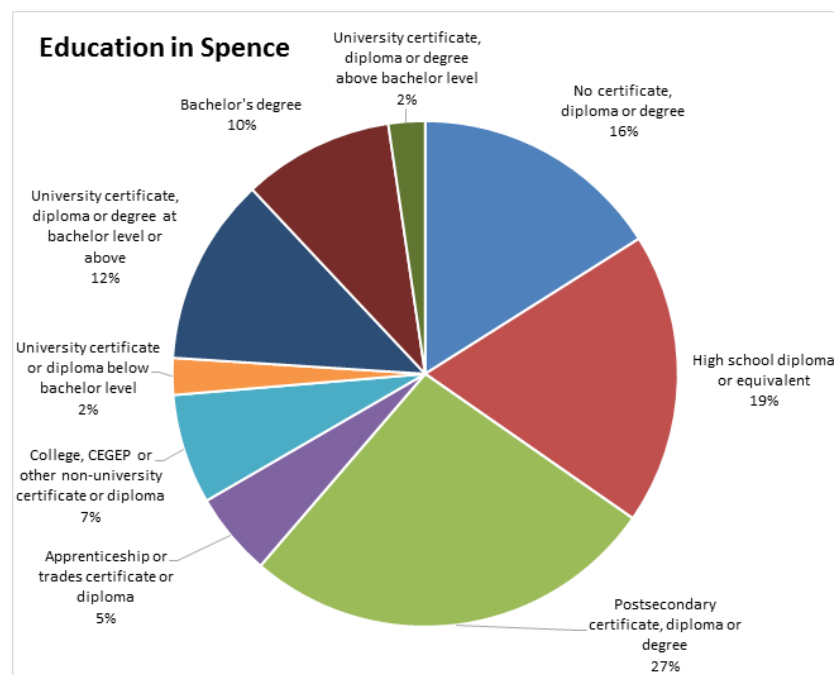
¹ Identifying Employment Opportunities for Low-Income People within the Manitoba Innovation Framework, 2005, Loewen, Silver, August, Bruning, Mackenzie & Meyerson, http://tamarackcommunity.ca/downloads/vc/Final_Report_June32005.pdf



Cultural assets, social capital, and unique skills are all benefits that immigrant population brings to the community, and there is significant opportunity for these benefits to be recognized and incorporated into the Spence's economy.

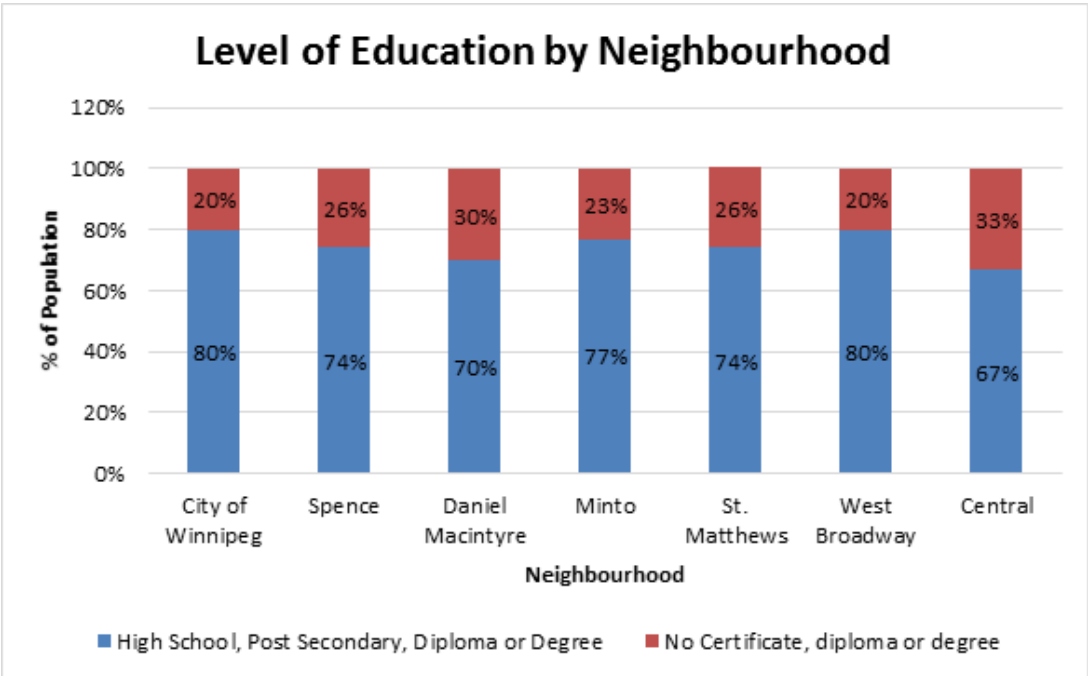
EDUCATION

Within the Spence neighbourhood, the education levels of people 15 and over are below the average of Winnipeg. In 2011, 73.8% of the total population of Spence had obtained a certificate, diploma or degree, as compared to 80.2% of the total population of Winnipeg.



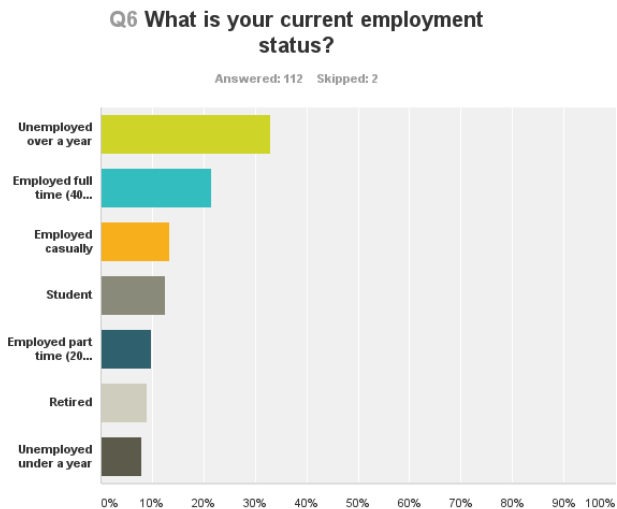
COMMUNITY ECONOMIC DEVELOPMENT

The level of education or human capital within a community is often used as a gauge for its capacity for innovation or entrepreneurial activity. In this area Spence not only falls behind the city average but also below the average of neighbouring communities.



LABOUR FORCE ACTIVITY

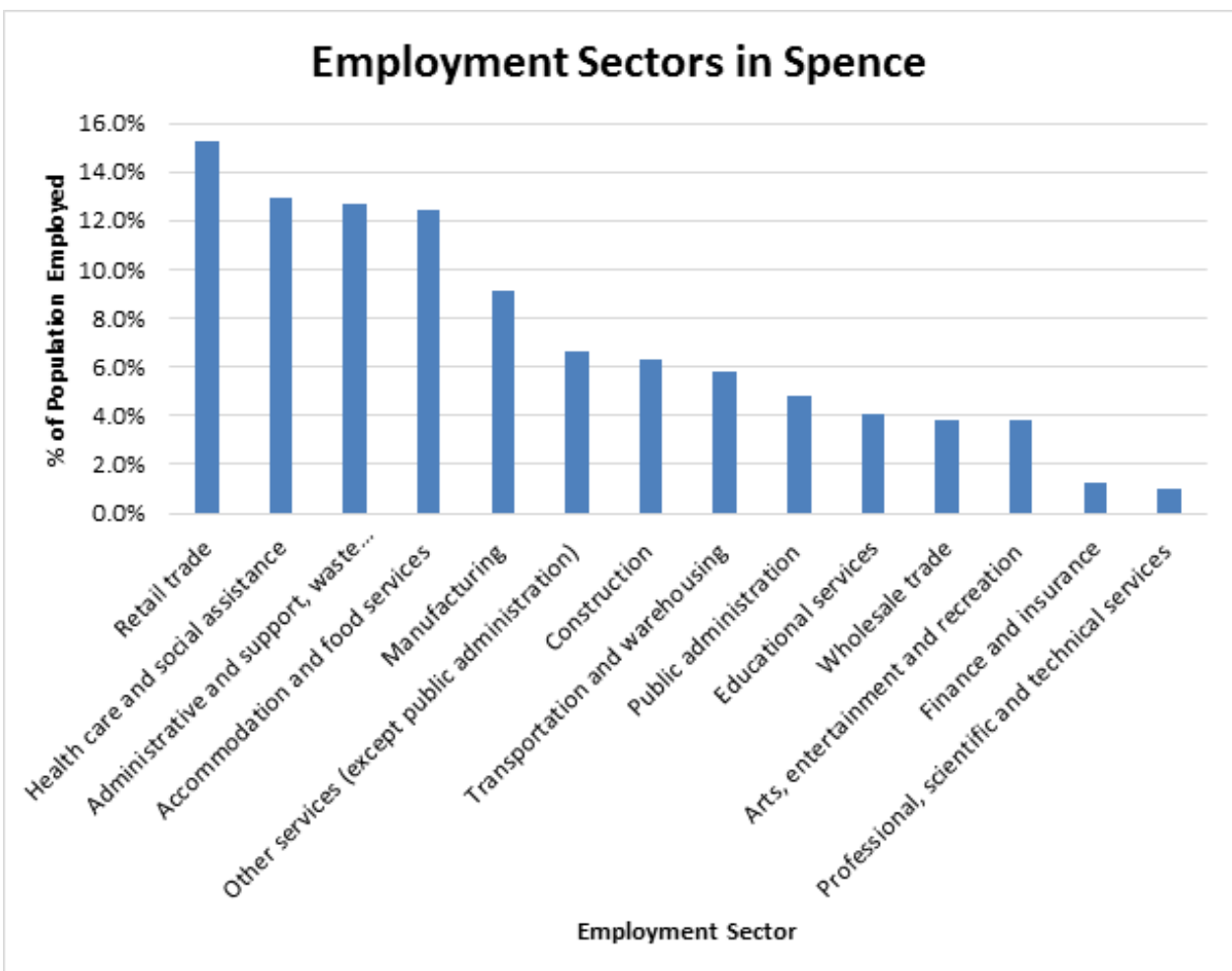
A contributing factor to the health of an economy is labour force activity. The rate of employment and unemployment, as well as workforce sectors can help create, understand, and forecast the health of our local economy. In 2006 the unemployment rate of Spence was 15.2%, making it one of the highest unemployed neighbourhoods in the city, however, the unemployment rate fell to 9.2% in 2011. During the 2011 census the unemployment rate when compared to neighbouring communities was slightly higher than average.



Due to a high rate of unemployment in Spence, special attention should be given to helping community members obtain necessary identification, training and secured employment. Existing employment training and recruiting opportunities available at the time could be a contributing factor in the drop in unemployment rates. Continuing to strengthen these efforts through networking among similar services and uniting efforts will be essential in helping the unemployment rate drop further.

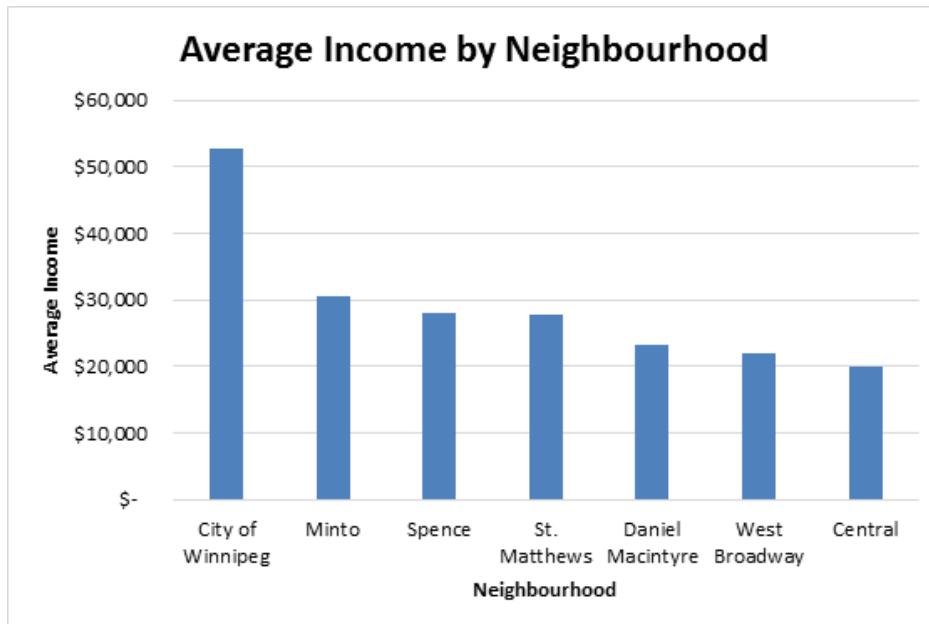
LABOUR FORCE BY INDUSTRY

In 2011 the Spence neighbourhood labour force consisted of 1,970 employees. The sectors of employment were diverse, however Retail and Trade made up the largest industry in the neighbourhood, employing 15.2% of the population. Healthcare and Social Assistance employed 12.9% of the population, while Accommodation and food service and Administrative and support, waste management and remediation services are the third largest industries employing 12.7% and 12.4% of the total work force, respectively.



INCOME

The average personal income in 2010 for the Spence neighbourhood was \$19,627, almost half of the City of Winnipeg's average income of \$38,159. The average income has risen 18.86% since 2006 when it was \$16,512. When comparing the average personal income amongst neighbouring communities, Spence is ranked as the lowest earning community, and low income and the effects of poverty continue to affect the health of the community.

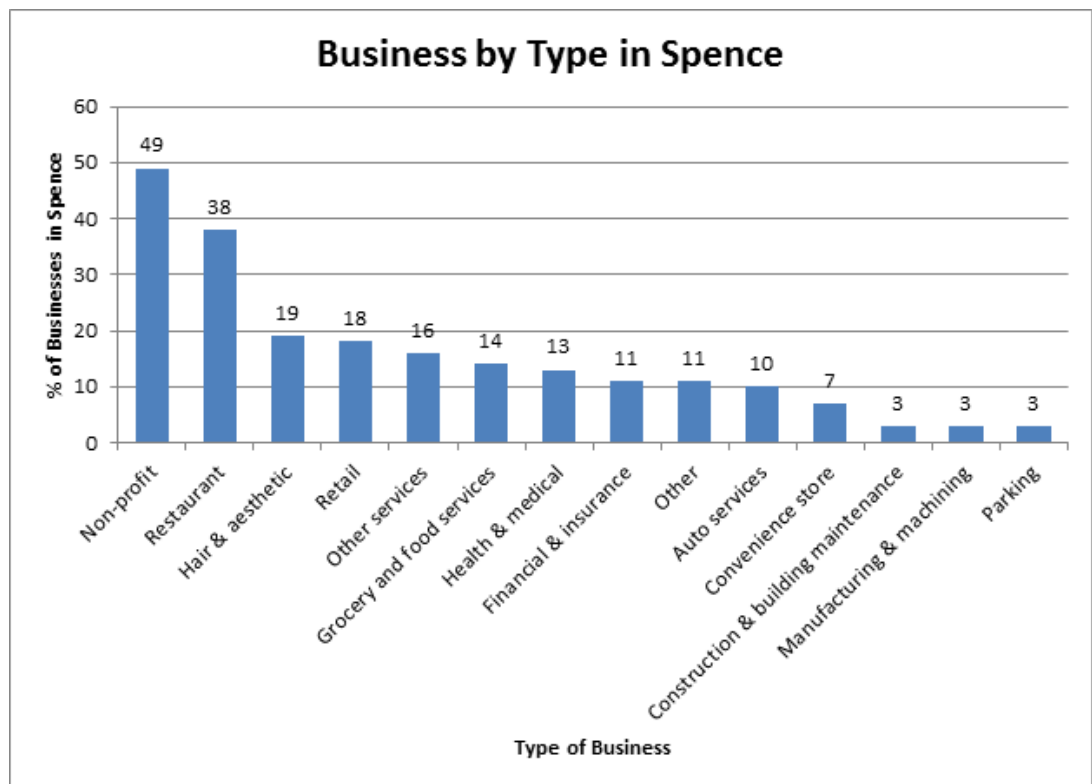


Alleviating poverty through meaningful and sustainable employment placements has residual effects that can benefit not only the local economy but the provincial economy as a whole. A reduction in assistance payouts, as well as the associated cost of poverty on health care, education, and criminal justice systems have significant implications on provincial budgets and economies. Studies have also shown that each dollar received by a household via increased incomes is estimated to generate a further \$1.58 in local economic activity.¹

¹ The External Costs of Poverty: A Conservative Assessment, 2004, Shiell & Zhang. http://tamarackcommunity.ca/downloads/vc/cal_costsofpoverty04.pdf; http://tamarackcommunity.ca/downloads/vc/cal_costsofpoverty04.pdf

BUSINESS PROFILE

Spence is home to over 180 diverse business and services. The largest industry in the neighbourhood is Non-profit organizations with the second largest being Restaurants. Due to the large number of high-quality ethnic restaurants, the neighbourhood has been branded an 'International Village'. Although there has been some effort made to promote this branding, more could be done to unlock the potential of the Spence neighbourhood as your go-to place for international cuisine and culture.



SWOT ANALYSIS

STRENGTHS

Spence boasts a number of amenities within walking distance, which contributes to the diverse community that has formed here. There are two large grocery stores to provide affordable, fresh food, and a multitude of corner convenience stores for quick runs. It is proudly home to a large variety of restaurants which represent the varied cultures who reside in Spence. Because of the affordable commercial opportunities, many of these restaurants and other local businesses are small, family-owned and operated. The West End BIZ provides numerous services to assist local businesses such as storefront improvement and graffiti removal programs.

Spence has a long history of community involvement, and has many community members who are actively trying to improve the neighbourhood. A strong sense of community pride is evident in the many grassroots initiatives, such as a community patrol and research hub, that have occurred over the years. There are also many resource centres available who are working to improve the neighbourhood and provide a variety of programming and supports to assist residents in need.

WEAKNESSES

Although there are many positive aspects of Spence, there are still many challenges to overcome as well. Many residents face barriers to employment such as having required identification and appropriate documentation that are costly to obtain. Also, there are limited employment opportunities for a notable portion of our population with limited education and skills, or with physical or mental disabilities. In addition to this, there are very few skills training and job opportunities that are available locally, or can currently accommodate the unique needs of our diverse community.

Crime and safety are still significant concerns to residents and business owners. Illegal activi-

ties, poor lighting, and minimal evening business hours lead to both real and perceived safety issues. The cleanliness of the neighbourhood is also an issue with high rates of illegal dumping, litter, and worn-down or vandalized storefronts detracting from neighbourhood image and morale.

OPPORTUNITIES

In addition to SNA, there are many resource centres and organizations based in Spence which offer CED opportunities and programs, such as the Ma Mawi Wi Chi Itata Centre, Pregnancy and Family Support, the John Howard Society, St Matthews Maryland Community Ministry and West End Commons, the West Central Women's Resource Centre, and the Global Welcome Centre. SNA has the opportunity to foster stronger relationships amongst these organizations, as well as those located outside of the neighbourhood, to be able to better refer residents to the services they need. Furthermore, Manitoba has a growing social enterprise sector that could provide frameworks and connections to employment programming. Many opportunities exist within SNA, or with outside collaborators, to create small-scale social enterprises that could function to provide training and employment, as well as much needed services to the neighbourhood.

SNA has had many years experience running successful CED programming, and can translate this success into future programming with some strategic planning. The Skills Bank and ID program each eliminated barriers to employment, and a demand for the return of their services is still present. The First Jobs For Youth program currently provides employment training and job experience, and has been steadily growing in number of participants and reputation. This program provides an excellent framework for SNA to translate into adult CED programming.

There is also significant opportunity to build the relationship between local businesses and the community. Communication and networking can be improved by efforts of SNA, in collaboration with the West End BIZ, which would create stronger connections and adequately inform business owners of opportunities available to them. Furthermore, businesses may be approached to create unique partnerships that support social enterprises, or participate in skills training, employment, or mentorship programs.

THREATS

Many of the small businesses in Spence only hire occasionally, and will often hire family members and friends when doing so, creating a shortage of local jobs available at any time. Many employers are also not prepared or supported to take on

employees with varying needs, abilities, and skill levels. Also, the lack of variety and availability of jobs is a serious concern to residents, especially to those who have mobility or health issues and have difficulty going outside the neighbourhood for employment. These circumstances create significant barriers to those who want, or need to work, and make it difficult for them to improve their quality of life.



Community Economic Development at Spence Neighbourhood Association

CED AND GUIDING PRINCIPLES

Community Economic Development has been defined by the Canadian Community Economic Development Network as, “action by local people to create economic opportunities and better social conditions, particularly for those who are most disadvantaged.” SNA follows the CED guiding principles that were developed by the Neechi Food Workers Co-op, an Aboriginal worker’s co-operative in Winnipeg, MB. The main principles focus on:

- ▲ Use of locally produced goods and services
- ▲ Production of goods and services for local use
- ▲ Local reinvestment of profits
- ▲ Long-term employment of local residents
- ▲ Local skill development
- ▲ Local decision-making
- ▲ Public health
- ▲ Physical environment
- ▲ Neighbourhood stability
- ▲ Human dignity
- ▲ Support for other CED initiatives

SNA CED PROGRAMS

SNA has been able to offer the Spence community a variety of CED programs. “The project was created after residents in the Spence Neighbourhood identified the need for local people to be more included in and celebrated by the economy. A system for building on and strengthening the local economy was needed.” (BTE)

YOUTH EMPLOYMENT (CURRENT)

- ▲ Youth Crew
- ▲ First Jobs 4 Youth (FJFY)

SKILLS BANK (2003-2015)

- ▲ Odd-jobs
- ▲ ID program
- ▲ Senior’s Lawn Care program
- ▲ Resume development & job search
- ▲ Tool lending library
- ▲ Community Research Hub (which continues to be active in its current form as Front Step Research)



► YOUTH EMPLOYMENT

programs are based on the belief that the better prepared for employment you are, the more successful you will be. Our Employment Resource Office is open year round. Resources and workshops are offered to all youth in the community during fall and winter on a variety of topics that will give youth employment training plus assistance in the areas of resume-writing, job searching, interview skills, and obtaining identification. – *SNA website*

YOUTH CREW

The Youth Crew program offers occasional odd jobs/training opportunities for local Youth, ages 11-16. Youth develop skills in yard care, snow and ice removal, cooking, baking and catering, building projects and community relationships. A natural stage of progression, many Youth Crew participants become First Jobs 4 Youth participants as they come of age. Both programs build community connections, self-confidence, self-esteem, and human dignity, as well as provide a safe working environment where Youth are valued community members.

FIRST JOBS FOR YOUTH

First Jobs 4 Youth (FJ4Y) offers part-time employment/training opportunities for local Youth, ages 16-18 every summer. Youth may work in the Building Belonging program (children ages 6-12); Sports; Environment and Open Spaces; or Front Desk work at the Community Office on Ellice Ave. After graduating in August, Youth receive Fall/Winter work placements with local employers, such as the University of Winnipeg and other businesses and agencies. Every spring, our office assists past participants with applications to the City of Winnipeg for jobs as Recreation Technicians at local community centres. FJ4Y has been so successful that this year the number of participants have doubled from 10-20 youth.

BENEFITS OF THE YOUTH EMPLOYMENT PROGRAM

The Youth Employment programs are incredibly beneficial to local youth. The program enables youth to try new experiences, explore and develop passions, and contribute to their community while earning an income. The programs foster a supportive and respectful environment, and help to build the self-confidence and work ethic of participants. They are also provided with identification and background checks, as well as training for basic skills they will need for future employment. Youth employment staff also act as mentors to the youth, providing support throughout the duration of the program and after.

The Spence community also benefits from the youth employment program in a number of ways. The youth assist SNA with jobs that improve the community, such as maintaining green space and gardens and helping put on community events. The youth are also able to meet and build relationships with community members through their positions, which strengthens inter-generational relationships in the community.

OPPORTUNITIES FOR IMPROVEMENT

The recent expansion of the youth employment programs has enabled SNA to hire two additional full-time staff. While the additional staff have enabled the program to be extended to more youth, they feel the quality of the program is strained due to overly busy schedules. Finding an adequate number of jobs and hours for FJ4Y

participants has been a challenge, and additional day to day programming and supervisory roles being taken on by staff are testing time management skills. Staff has noted that the struggle to keep up with everyday tasks has limited their ability to build on the long-term goals of the programs. For example, the important mentorship role has been difficult to establish between staff and youth, compromising the quality of the year-round support usually given to participants. Overworking and burnout are also concerns of staff, who are endeavouring to balance the many components of running the program with a limited availability of funding and hours.

These concerns have brought to light the importance of building and strengthening the capacity of the youth employment program before more expansion occurs. Given that this is the first year of operating a larger program, staff recognize that it will be beneficial to create a clear plan that outlines a long-term strategy to ensure the issues above are addressed, and program quality remains the highest priority. Taking time to properly evaluate the program, establish procedures, and identify new and expanded job opportunities for youth will help to achieve a stronger program for youth and adequate support for staff.

► **SKILLS BANK¹** In January 2003, a Community Economic Development Committee was formed to address a lack of participation in the local economy. The committee wished to identify the local assets and skills that existed in the neighbourhood and in 2004, the Capacity Inventory Project was undertaken to identify the capacity of community members with the idea of developing non-market activities as well as those involved in the formal market. The results showed that there was an abundance of human capacity in the neighbourhood in a variety of skill areas. The findings led the committee to discuss the creation of a program that would allow these skills to be utilized. The Skills Bank was launched in November 2004 with a focus on helping residents who were on social assistance, people who were in between jobs, people living with disabilities, and single parents, participate in the local economy.

The Skills Bank worked towards strengthening the capacity of adults in the community. With the daily struggles that community members face, employment is about much more than finding a job. Employment is about supporting your family, setting and achieving goals, and generating a sense of pride that you are contributing to your community. Many community members face barriers to accessing employment, such as lack of work experience, lack of secure housing, and lack of childcare. The Skills Bank attempted to address these issues holistically, provided services where possible, or referred participants to other services when appropriate. The Skills Bank comprised Odd Jobs Program, ID Program, Senior's Lawn Care Program, Resume Support and Job Search, and the Tool Lending Library. In 2007 the Skills Bank also introduced a second phase called First Steps towards Employment, which added a workshop and training component.

1. This summary edited from the Evaluation 2015 document

ODD JOBS

Odd Jobs was the original backbone program of the Skills Bank. The Skills Bank was used to connect Skills Bank members to odd jobs or other work in the community, providing members with work experience and supplemental income, while filling a need in the local market. Members maintained a profile in an online database, which the Coordinator would access to match workers with jobs that were placed. Over 1,700 odd jobs were recorded over the course of the Skills Bank history. In 2014, its most successful year, Skills Bank members completed 472 jobs over 1420 hours, generating over \$15,000 of revenue within the community.

ID PROGRAM

The ID program was generated by the need for community members to obtain basic identification in order to access banking, employment or health services. The ID program ran on a weekly basis, enabling community members to receive financial assistance for up to two pieces of identification. The program assisted community members by filling out applications, giving community members directions to locations for identification and gives general recommendations for what identification is needed for other pieces of identification.

SENIOR'S LAWN CARE PROGRAM (SLCP)

The Senior's Lawn Care Program assisted community members who were financially or physically unable to maintain their yards in accordance with City of Winnipeg by-laws. Skills Bank

members completed yard care tasks such as weed whacking and lawn mowing in the summer months, and snow clearing during the winter months.

RESUME SUPPORT AND JOB SEARCH

Community members are able to use a computer in SNA's office for searching for employment. There is an employment board that is updated weekly with new jobs. Resume templates are available for community use. Once a resume is developed it can be saved on the Skills Bank Coordinator's computer and community members can always come back to make copies or changes to their resume.

TOOL LENDING LIBRARY

The Tool Lending Library (TLL) was a CED initiative that began in response to residents who were encountering barriers to gaining employment as a result of a lack of tools needed to perform the work. The TLL provided residents access to a variety of hand and garden tools they needed in order to work or complete projects within the community. To access the TLL, community members were able to buy a membership for \$25, or complete three hours of sweat equity. To further reduce barriers, Skills Bank members received a free membership.

PROGRAM EVALUATION

In 2014 funding for the Skills Bank ended, giving SNA the opportunity to re-evaluate how their CED programming was meeting the needs of the Spence community. The Building the Economy on Community Capacities: the Spence Neighbourhood report (Harris and Beaubien, 2004) and Draft, Skills Bank Research Report (Harris and Beaubien, 2006), evaluations from CED Coordinators, and interviews with past skills-bank members were reviewed to examine the benefits and challenges of the program.

BENEFITS OF THE SKILLS BANK

Residents and the community were able to experience numerous social and economic benefits generated by the Skills Bank program. The direct benefits gained by Skills Bank members included job training, skill development, work experience, and references. Members were given the opportunity for part-time or casual employment that matched their abilities, skill levels, and schedules. Feedback from employers on performance enabled members to continue to develop skills and grow. The income from the jobs provided supplementary income, increased financial security and independence and also increased members' access to additional resources. Community members also had access to acquire identification necessary to open bank accounts, receive government cheques, and access numerous other services.

Many social benefits were also gained through the Skills Bank, with many members inspired to improve their lifestyles overall. Employment empowered members, and built their positivity and self-confidence. These jobs provided a chance for members to feel less isolated by getting out of their residences and giving back to their community, while developing social skills in a co-learning environment.

The Spence community also benefitted from the platform that was created by the Skills Bank, which helped to build and foster relationships

between members, residents, and businesses and promote community building. The Skills Bank enabled residents and businesses to have small jobs completed quickly and for an affordable price.

For example, this allowed senior residents to have their lawns mowed to comply with City of Winnipeg by-laws or have sidewalks shovelled, which improved their safety and mobility.

OPPORTUNITIES FOR IMPROVEMENT

One of the greatest challenges that faced the Skills Bank was maintaining sustainable funding sources. Over the years a lack of financial support led to eventual suspension of the Skills Bank program. More sustainable funding, strategic programming, and building positive relationships with local businesses was mentioned by past CED coordinators as necessary components of successful future CED work.

Skills Bank was designed to engage more marginalized residents. This includes residents experiencing challenges related to racism, addiction, single parenthood, fixed-income, literacy, education, disability, mental illness and addiction, and unstable housing. As an example of one reality of life for participants, the evaluation noted that over half of the members moved or had their phones disconnected while registered with the program.

Skills Bank coordinators problem-solved around this and other reality of life challenges which compromise participants ability to be reliable. This included:

- building a catalogue of work options in the neighbourhood through relationship building and communication with local business owners, residents, and organizations.
- building strong relationships with those purchasing work orders to ensure communication around challenges with reliability of participants.
- building strong relationships with participants to properly understand their challenges, and also multiple ways of getting in touch with them
- planning for flexibility in responding to work orders if a participant was unable to show up
- extra communication on job requirements and progressive incentives and consequences for not showing up.
- specific arrangements for members without bank accounts including helping them get set up ID through the ID program, and with a bank account.

- making accommodations for those with physical limitations including being paired with a partner, or splitting jobs to better fit abilities

Feedback regarding odd-jobs themselves, showed that the majority of the activities were seasonally-driven, making employment readily available in the summer but sporadic in the winter. This shows an opportunity to grow summer activities and potentially grow work specific to winter- such as snow shovelling or checking in on people who are shut in. This aligns well with direction in the Age Friendly Winnipeg plan to ensure participation for people with mobility challenges.

Finally, the evaluation notes that many of the activities were labour intensive, involving yard care or physically demanding cleaning along with an observation that men were more often recruited for physically demanding jobs. This suggests an opportunity for training for women to have more access to the more plentiful physically active jobs, creating women's work teams, and also may also be a reflection on how workers are recruited for work.



ALTERNATIVE CED OPPORTUNITIES

COOPERATIVES

Front Step Research is a cooperative that started under the name Community Research Hub (CRH) in 2006 within SNA's CED area of work. The Community initiated project envisioned hiring and training local residents to provide research assistance on a contract basis. Tired of always being the subjects of research that never had an impact on the community, residents took it upon themselves to initiate the CRH as a way to create employment opportunities and develop research methods that enabled the voices of socially-excluded individuals to better inform research. Front Step research provides services such as community consultation, focus group facilitation, interviewing, and surveying.

SOCIAL ENTERPRISE DEVELOPMENT

Social enterprises are organised around social outcomes as opposed to businesses whose main purpose is to generate profit. Social enterprises are often working to meet 'multiple bottom lines' such as reducing carbon emissions, creating jobs, or increasing access to farm direct foods. In Manitoba, social enterprises can be characterized in many ways, however they are typically operated by nonprofit organizations, or governed by stakeholders, to be run as business whose goal is to address social issues and reinvest profits back into the community. Because of the structure of this model, social enterprises can be are often funded by a mix of both market and nonmarket sources, such as sales, grants and donations.

SNA has supported the development of catering services through the Youth Crew, made possible through partnership with the West End Commons and access to their commercial kitchen space. The Youth Crew has been able to expand their services with access to the new facility and has such a steady influx of work that they sometimes cannot take on every job request.

A number of social enterprises in Winnipeg are achieving success, including Manitoba Green Retrofit and BUILD. Their success may offer increased opportunities to partner and expand employment opportunities to include more Spence residents.

COMMUNITY ENGAGEMENT

▼ Consultation Methods

Over the course of two months the businesses and residents of the Spence community were consulted regarding their opinions and ideas about the future of CED in the neighbourhood. The community was consulted in a variety of ways, including: in-person interviews and surveys, focus groups, open houses, and a public consultation booth. The primary source of data was collected by surveys, which were developed with input from the CED Committee. These surveys were designed to gather information about how participants felt about the neighbourhood, and prioritized future directions for CED. Two surveys were developed: one for local businesses, and one for local residents.

▼ Business Door-to-Door Survey

Historically, businesses as a stakeholder group have been difficult to engage in past CED work. In an effort to foster relationship building and generate more responses, businesses were visited in person over the course of a few days. The survey was explained, and sometimes administered on site, or left for appropriate management to fill out. Out of 63 businesses visited, a total of 19 surveys were collected in person and online, resulting in a return rate of 30%.

▼ Focus Groups

Three resident focus groups were held at the West End Community Church drop-in, the West End Women's Resource Centre drop-in, and the John Howard Society. At

these consultations the survey was handed out, and participants also mapped the businesses they visited in and outside the neighbourhood. An open house was held during an evening at the MERC, where the surveys and mapping activity were undertaken, and a conversation about CED topics were recorded on poster paper. Finally, a public consultation booth was hosted by the CED Committee at the Ellice Street Festival, where visitors could fill out surveys, and see feedback from previous consultations and answer various CED questions on an interactive engagement board.

▼ **Youth Open House**

A separate open house was held to gather information specifically on youth training and employment. At this event, ten questions were posted around the room for attendees to respond to. Youth involved in the First Jobs For Youth and Youth Crew programs also provided food for guests to showcase the services and talent that comes from this specific CED programming.

▼ **Community Open House**

In July, a community workshop was held to provide feedback on what information had been gathered during the consultations, and to provide an opportunity for community members to have input on the specific objectives of the plan. The conversation generated by this meeting was insightful and productive, with main objective areas being identified.

▼ **Community Door-to-door Survey**

Three priorities were discerned for community economic development with a community door to door and online survey as a part of prioritising goals across the organization.

The following list was suggested to community members as a result of consultations to date:

1. Increase local hiring

2. Improve resident employability
3. Build on local success to create opportunity
4. Meet needs with local workers
5. Increase job opportunities

Of these, community members prioritised the following places to focus energy for the next five years:

1. Increase local hiring
2. Improve resident Employability
3. Increase job opportunities for Spence residents

Plan strategies and outcomes were then organized towards these ends.

▼ **Consultation Feedback**

Feedback was collected through the survey, documentation of comments, and mapping and stickering activities. The survey results were used to form the basis of the plan goals, with the comments and other activities being used to direct specific initiatives as well as identify possible areas of cross over between SNA areas of work.

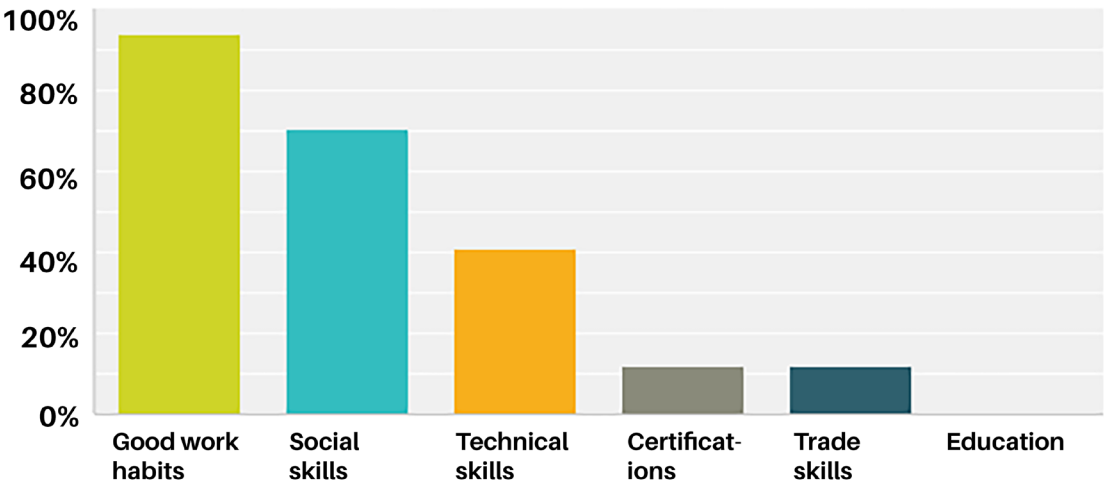
▼ **Spence Businesses**

Of the businesses visited in the neighbourhood, 19 responded to the survey. The majority of businesses responded they only employed between 1-5 people revealing that there are a limited number of jobs available in Spence at any given time. These businesses also hired rarely, or a few times per year, with most jobs being filled by word of mouth, or by resumes being dropped off. Small businesses, or self-employed businesses were the main reasons for such low employment opportunities.

Of the qualities that employers were looking for in employees, good work habits such as punctuality, work ethic, and reliability were most important. Social skills, such as friendliness and politeness were also important, followed by technical skills such as reading, writing, and computer literacy.

**Q5: What three qualifications are most important for your employees to have?
(Select three)**

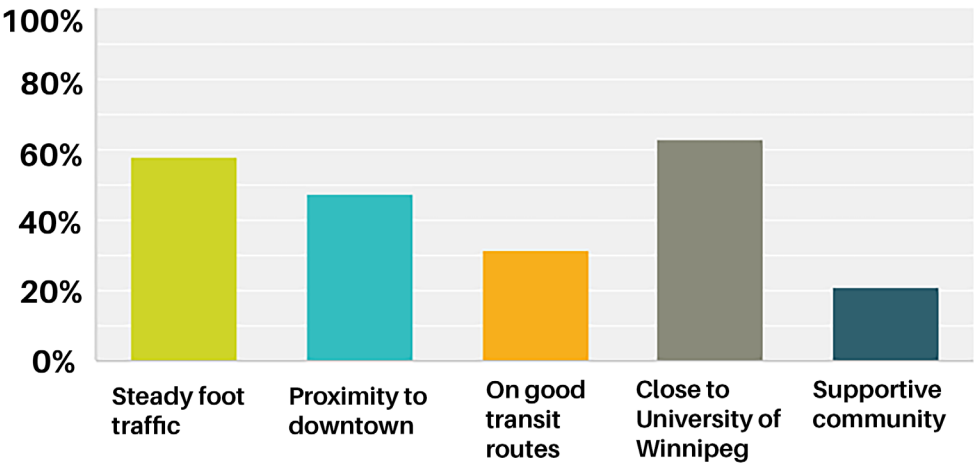
Answered: 17 Skipped: 2



Businesses noted that the proximity to the University of Winnipeg was a significant benefit to being located in Spence. Steady foot traffic and proximity to downtown was also important

**Q11: What are some benefits of having a business in this neighbourhood?
(Check all that apply)**

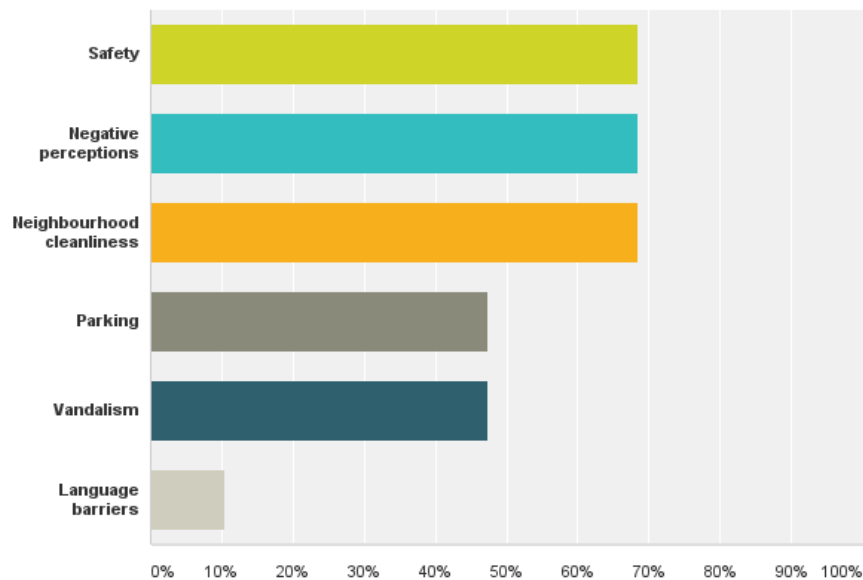
Answered: 19 Skipped: 0



Some challenges of having a business in Spence include safety issues, negative perceptions of the neighbourhood, and the cleanliness of the neighbourhood.

Q12 What are some challenges of having a business in this neighbourhood? (Check all that apply)

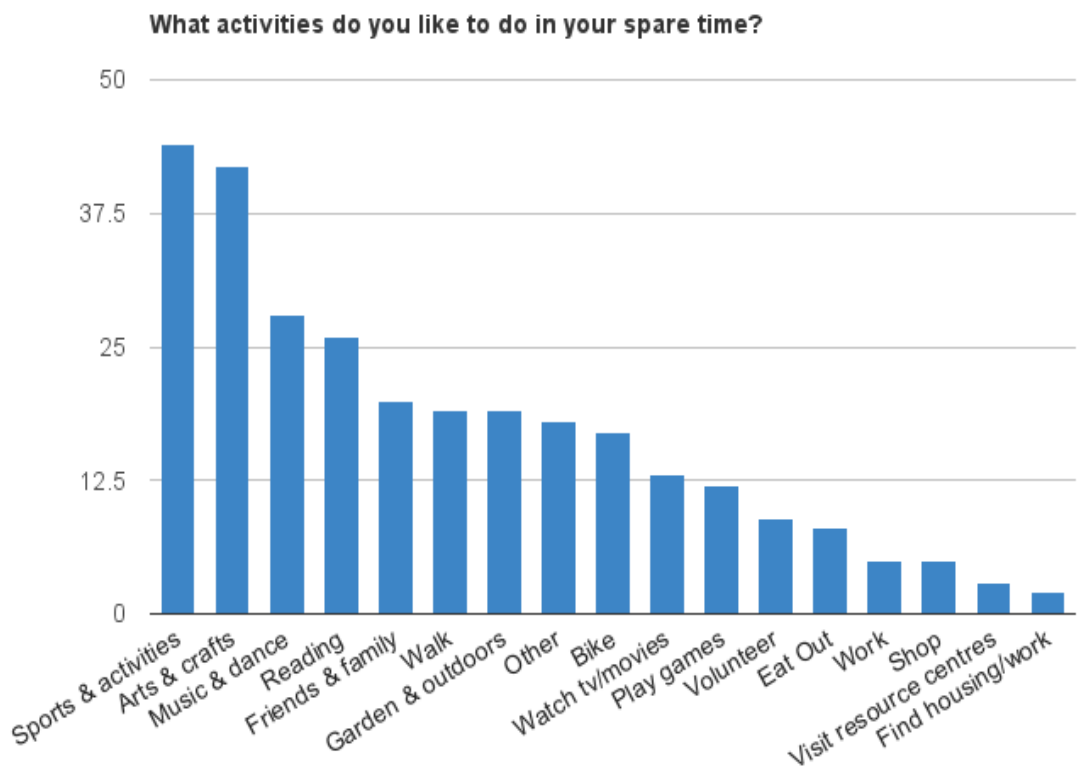
Answered: 19 Skipped: 0



Considering that the businesses rely on bringing University populations in and good foot traffic, the issues of safety, perceptions, and upkeep of public areas should be important considerations in the plan.

Spence Residents

Spence is an active and creative community with the majority of respondents saying they most enjoy partaking in physical activities such as sports, walking, biking, and gardening in their spare time. Closely following activities are arts and crafts, music and dancing, and reading. This response presents the opportunity for SNA departments to collaborate to create programming that enables community members to come together participate in these activities together and further strengthen our community ties. Specifically, CED can focus on creating enterprises that sell or provide art supplies, or create an affordable bookstore.

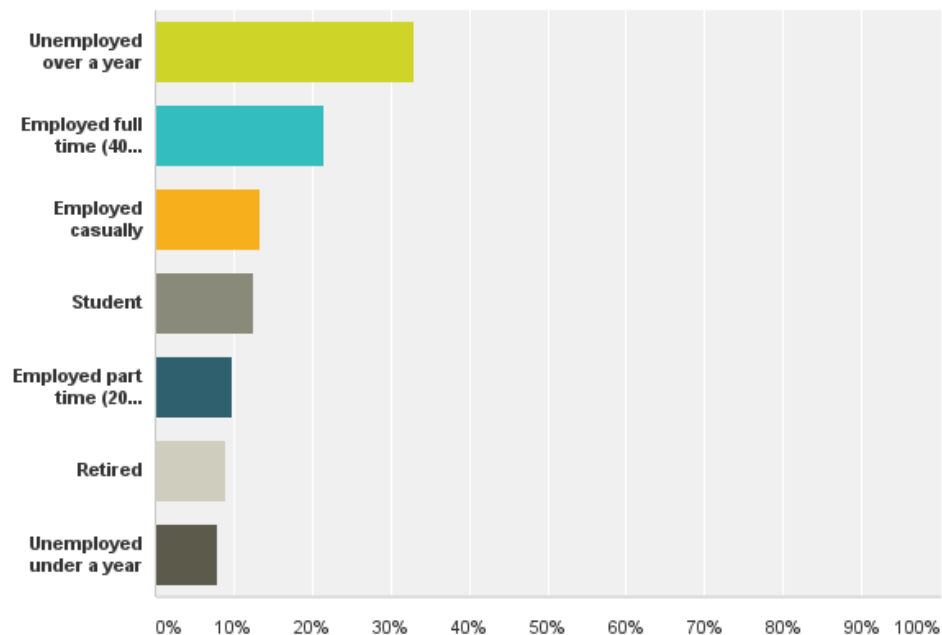


▼ Employment

Out of the 112 respondents, just over 30% replied that they have been unemployed for over a year. Most significant reasons for unemployment included physical or mental disability, job availability, and proper education and training. This shows the need for mental health supports, employment training and development, and job opportunities that SNA can address either as a point of referral, or with its CED programming.

Q6 What is your current employment status?

Answered: 112 Skipped: 2

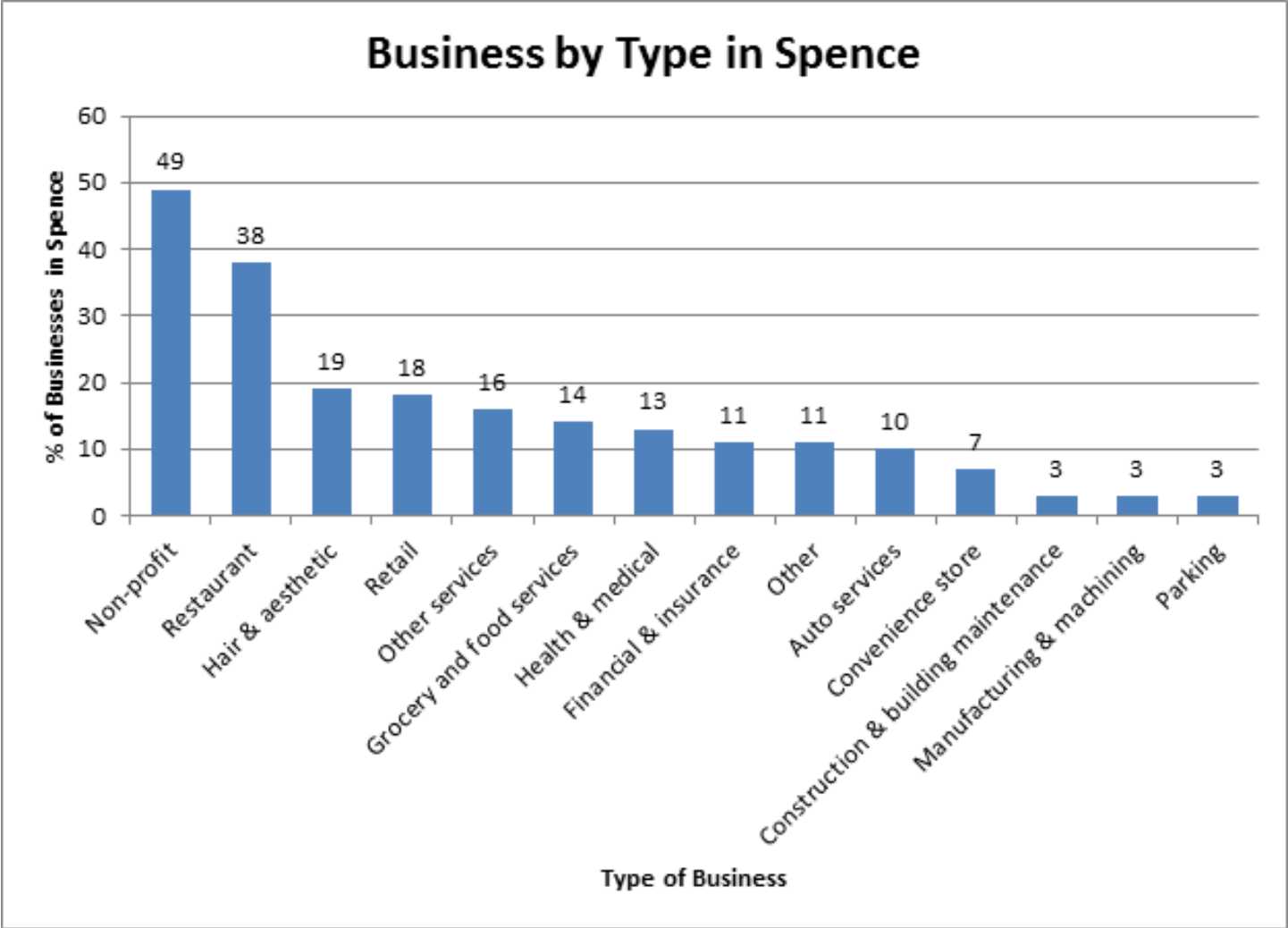


When asked what kind of training or workshops would be most useful to them, nearly 45% of respondents replied that computer and technical skills would be most useful, followed by 33% who said certifications. College or university degrees, banking and finance skills, and trades certifications were tied for third most useful, at approximately 34%. This shows a vast array of needs within the community, with members demonstrating a desire to learn practical life skills, as well as obtaining more advanced training and education.

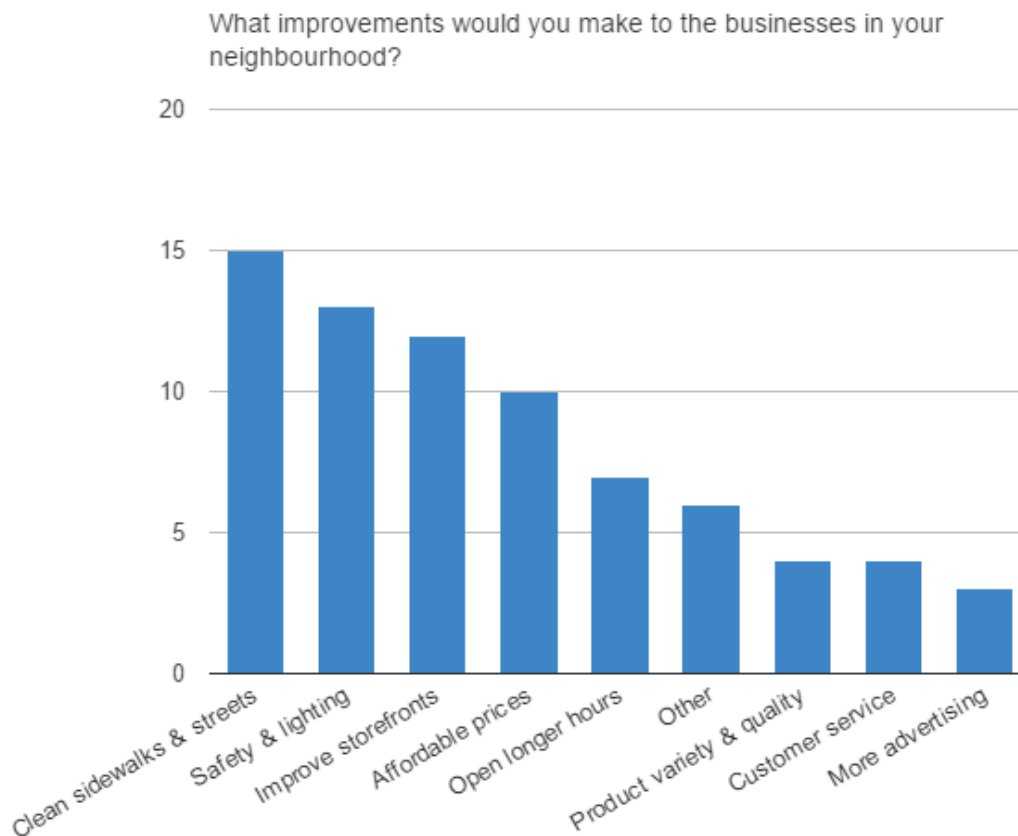
Local Businesses

The residents of Spence visit most the businesses which can supply them with affordable basic needs such as food and clothing. Grocery stores are mentioned as the most visited (Chart X), yet they are also one of the most desired business to be opened in the neighbourhood as well (see Chart X). Respondents mentioned affordable prices, variety, and product quality as factors in wanting more options in local grocery stores.

When asked what kind of community-owned businesses residents would like to see open in the neighbourhood, over half of the residents said they wanted a second-hand store, with the grocery store and a restaurant or coffee shop as the second most popular choices.



COMMUNITY ECONOMIC DEVELOPMENT



Residents were most interested in improving neighbourhood cleanliness, safety, and appearance when asked what improvements they would like to see made to local businesses. Although there are many factors and stakeholders involved with these issues, SNA can form partnerships and collaborations with organizations like the West End BIZ to address them. Improvement of these issues would increase community morale, and help to foster a unified and safe environment. It would also help to attract new businesses, customers, and residents to the neighbourhood. It should be noted that any new businesses should be mindful of the needs of the community with regards to accessibility, affordability, and local employment

CED PLAN

GOAL ONE: Increase Local Hiring

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Engage and support local business and organizations to hire community members of all circumstances and abilities	University of Winnipeg WRHA Local businesses and organizations	After five years, SNA will have built a reputation as a credible reference for employers to find excellent employees, and for employees to find wrap-around supports as they enter the workforce and gain experience. <ul style="list-style-type: none"> ▶ number of employees and employers engaged ▶ number of local jobs created
Improve communication between businesses and the community.	Local businesses Local organizations West End BIZ	After five years, SNA will have increased our profile and improved our relationship with local business, which results in mutually beneficial economic development opportunities and a stronger community. <ul style="list-style-type: none"> ▶ number of meetings ▶ number of partnerships ▶ engagement from business sector

GOAL TWO: Improve Resident Employability

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Connect with and develop pre-employment support and training so all those wanting to work are supported to be able to and obtain criminal record/child abuse registry checks.	Citizen's Bridge SEED MPI City of Winnipeg Province of Manitoba	<p>Within two years, SNA has determined if they will provide a pre-employment program which offers documentation and/or referral for clients to access appropriate services. This will be supported by a study and documentation for or against a program, secured funding for the program, and established connections to referral organizations.</p> <p>Investigate feasibility of providing a sustainable pre-employment support program to provide affordable ID, criminal record checks</p> <p>Pre employment program</p> <ul style="list-style-type: none"> ▶ number of trainings ▶ number of barriers to employment removed by program
Create a job hub to provide access to pre-employment services: cover letter and resume assistance, job board, and listings	Local residents, businesses, homeowners, organizations West Central Connect Other employment resources	<p>Within a year, SNA assists residents in creating cover letters and resumes, and promotes local jobs.</p> <ul style="list-style-type: none"> ▶ number of staff supports ▶ number clients accessing program ▶ number of job connections
Provide employment training and skills development opportunities through workshops or education sessions.	University of Winnipeg, SEED, Opportunities for Employment, Success Skills Centre, ACU, local businesses and organizations.	<p>Within two years SNA connects residents to training and development opportunities that educate residents and enable them to gain successful employment.</p> <ul style="list-style-type: none"> ▶ number of service providers providing sessions, ▶ number of sessions held, ▶ number of people attending sessions.

GOAL THREE: Increase Job Opportunities for Spence Residents

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Develop supportive partnerships to build on the strength of services available for the community.	<p>SEED</p> <p>Opportunities for Employment</p> <p>PATH</p> <p>Other employment training and resource centres</p> <p>CCEDNET</p> <p>EARS</p>	<p>Within two years SNA is well connected with CED services and organizations throughout the city and is able to refer clients to appropriate services, or provides our own to the community.</p> <ul style="list-style-type: none"> ▶ number of meetings with service providers, ▶ number of relationships with referral organizations ▶ SNA's own CED programming is established. <p>Completed an inventory scan of resources to avoid duplication and identify gaps in services, create connections with service providers, and optimize the capacity of Spence neighbourhood.</p>
Explore ways to support, develop and enhance social enterprises- Connect with social enterprises in Winnipeg to explore partnerships and options to engage community members	<p>Social Enterprise Manitoba</p> <p>CCEDNET</p> <p>Social Purchasing Portal</p> <p>Mother Earth Recycling</p> <p>BUILD</p> <p>Pollock's Co-op</p>	<p>After three years, SNA has a strong relationship with the social enterprise sector in Manitoba, creates alternative resources for residents, and is well positioned to create our own enterprise.</p> <ul style="list-style-type: none"> ▶ number of meetings with social enterprises and related organizations ▶ number of workshops attended ▶ number of partnerships created ▶ number of clients referred.

APPENDIX: Opportunities for CED Collaborations

WITHIN SNA

Housing:

- Clean/repair service for landlords to fix up units prior to occupation
- Lock changing, yard maintenance, small maintenance tasks
- I.D.
- Moving truck/van for residents

EOS:

- Employ people to work in the greenhouse
- Compost program for local restaurants
- Garden maintenance, building beds, maintaining flowers
- Community clean-up initiatives throughout year
- CSA to sell goods at farmers market

Community Connecting:

- Bulky waste pick-up for refurbishment

Youth:

- Mentorship opportunities
- Small business development - catering expansion, vending cart
- FJFY into adult programming

Collaboration with BIZ:

- Connect with EOS to keep neighbourhood clean
- Find interpreters to communicate BIZ and SNA initiatives to businesses

Social Enterprises:

- Connect with Pollock's Coop to open Spence location, train and employ residents, and run an odd-job program and repair shop out of.
- Attend Social Enterprise MB's Community Building Enterprise program to learn about and prepare a business plan for a social enterprise
- Send eligible mattresses to Mother Earth Recycling (EOS)
- Connect with BUILD to create a similar program in Spence (Housing)
- Buy a food vending cart to sell small fare out of at events, at the WECC, on Friday afternoons, etc. Train and employ workers to man the cart.

HOLISTIC HOUSING

Housing

Increase housing affordability



Improve the experience of safety in local rooming houses & apartments



Improve and support relationships between landlords, tenants and homeowners

INTRODUCTION

Community members in Spence have long framed housing as an issue that has critical individual and collective impact. The better a home meets the needs of its inhabitant(s) in terms of affordability, safety, size, accessibility, location, and quality, the better that home enables its inhabitant(s) to meet their goals.

A successful home is about more than bricks and mortar. Tenants and landlords have responsibilities to one another, and property owners have responsibilities to fulfill to community/government.

This includes how the upkeep, use, and purpose of housing properties impact the overall safety, feel and quality of life in a neighbourhood. Housing properties that are underused, in disrepair, or serve solely for income generation for a property owner negatively impact the physical and social health of a community.

A further consideration is scarcity of housing. When people in a neighbourhood are unable to find a place to live at all, it negatively impacts their health and ability to contribute positively to neighbourhood life.

Holistic housing work seeks to improve housing in a way that benefits individuals, families, and the community as a whole. Spence Neighbourhood Association has brought projects forward to impact each piece of a holistic view of housing, and the consultation involved with this plan has reemphasized the importance of continuing to embrace the many ways that housing is a cornerstone of building health in our community.

ENVIRONMENTAL SCAN

The housing survey revealed a number of respondents who had lived in the neighbourhood for extended periods of time, and intend to stay in the neighbourhood into the future, but who have had unstable housing experiences. While the stereotype has admittedly come up less in recent years, Spence has been characterised as a transient place where people live for a little while and then move on. However, the housing, survey, and further anecdotal evidence show that commitment to the neighbourhood is strong. Unfortunately, affordability, safety, accessibility, and other factors continue to get in the way of many residents setting down long term roots in one place. And, while having to move is a challenge few actively desire, residents with the least means and the most challenges have the most to gain from a stable housing situation. Conversely, they experience the worst impacts from being forced to move.

Spence residents have lower incomes than other neighbourhoods. In 2013, Frontstep Research surveyed resident incomes, and found a median income level of \$10,000 to \$20,000¹. Unfortunately, the fact of inequality, which places Spence at lower income levels than other Winnipeg neighbourhoods is getting worse. As a primary factor in determining whether someone is housed, and in what kind of housing, this matters. In a recent study examining urban inequality, income relative to census metropolitan area (CMA) declined to below average.² This observation was made throughout nearly all the inner city, while neighbourhoods at the south and north ends of the city are shown to rise relative to CMA over the period from 1980 to 2011.

Increasing inequality exacerbates a common understanding of the causes of inner city decline in Winnipeg- being that those with higher incomes have tended, since the post war period to seek new or newer housing on the outskirts of the city where infrastructure is also in better shape. Government investment also tends to go towards services and infrastructure to serve these new neighbourhoods, and upkeep of older infrastructure lags. Of course, those with greater incomes also have greater ability to both secure their housing for as long as they need it, and make investments in upkeep. This ensures a healthy home environment for themselves and their families, and contributes to maintained/increasing property values in their neighbourhood. These aspirations are less possible for people with low income. What's more, housing for those with the lowest incomes has been disappearing.

In another study by the Institute of Urban Studies it is noted that from 2002 to 2014 there was a 40% decrease in confirmed rooming houses in the Spence Neighbourhood.³ We also hear from residents that there is concern about competition for low income housing in the neighbourhood between students coming into the neighbourhood to study and long time residents, as well as the potential for additional conversion of rental housing to condos.

The stress of housing scarcity highlighted in statistics compiled by the Canadian Centre for Policy Alternatives Manitoba in 2015. They note that at the time, 10.3% of Winnipeggers lived in core housing need, yet 23.1% of renters lived in core housing need. In other words, housing seems to be more precarious for people who rent than homeowners.⁴

1. Noted in *People and Housing, A Plan for Spence 2014-2016*. Spence Neighbourhood Association, 2016.

2. Distasio, J and Kaufman, A. *The Divided Prairie City*. Institute of Urban Studies, University of Winnipeg. 2015.

3. Kaufman, A and Distasio, J. *Winnipeg's Vanishing Rooming Houses: Change in the West Broadway and Spence Neighbourhoods*. Institute of Urban Studies, University of Winnipeg.

4. Brandon, Josh. *Manitoba Housing Stats*, February 2015. Canadian Centre for Policy Alternatives, Manitoba

Spence Neighbourhood Association undertook consultations with residents in the spring and summer of 2016. Residents were asked to pick 3 priorities from five options. The top three that were chosen are:

- ▲ Increase Housing Affordability
- ▲ Improve the Experience of Safety in Local Rooming Houses and Apartments
- ▲ Improve and Support Relationships between landlords, tenants, and homeowners

A major housing consultation and report was completed in 2014, which mapped out a plan for the 2014-2016 period. This plan should be understood as an extension of that work, as the priorities laid out there remain relevant.

We can report a number of significant improvements on housing since Inner City Home Ownership (Spence Neighbourhood Association's parent organization) was initiated.

- ▲ Vacant and derelict properties being rebuilt or renovated for use,
- ▲ Critical repairs completed that have helped residents remain, safely in their homes, or ensured that landlords were able to make improvements without increasing rental costs.
- ▲ Landlords taking increasing responsibility for ensuring successful housing for tenants, including partnerships and collaborations.
- ▲ Tenants (especially in rooming houses) becoming more active in supporting one another to build safer, more accountable living environments, and more positive relationships with landlords.
- ▲ More positive external appearance of many properties, increasing a feeling of care and adding visual beauty to the

neighbourhood, as well as increasing perceptions of safety.

- ▲ Homeowners taking increased, active interest in contributing to neighbourhood life.

This consultation and planning process reinforced and revealed ongoing and new challenges:

- ▲ Homelessness (including hidden homelessness) continue to affect residents. In particular, there is concern for youth and women who are homeless, however, homelessness affects many more populations in the neighbourhood. Mental health is a critical piece that needs more attention in the neighbourhood.
- ▲ Affordability remains a problem for many residents, and reports of being pushed out of the neighbourhood due to financial barriers are ongoing.
- ▲ There is still (physical and social) work to do to make rental accommodations safer
- ▲ Tenants, landlords and homeowners in the neighbourhood see potential strength in increasing collaborative work on housing towards meeting local challenges, and there was interest in continuing to build on this trend.
- ▲ An emerging awareness of the difficulty seniors have in transitioning out of their current housing into more accessible options, and need for support. Connected to this are the specific challenges that seniors who are homeowners have in maintaining their homes, and staying in their homes affordably. While Spence granting programs have long supported seniors in this effort, there seems to be intensifying concerns for this cohort of people.

HOLISTIC HOUSING

- ▲ Increasing emphasis among respondents on the need for housing for residents with disabilities.
- ▲ Residents and landlords reemphasized the need for government to continue to support increased housing stability in the neighbourhood, and to listen carefully to neighbourhood needs in terms of increasing accessibility, safety, and affordability, and decreasing homelessness.

The holistic housing director worked with the Holistic Housing committee, steering committee, and community members to come up with strategies and outcomes that will address these concerns.

HOLISTIC HOUSING CONSULTATION

The following goals were prioritized for the SNA five-year planning process:

1. supporting people with mental health challenges to become more stable in their housing
2. increasing safety in rooming houses and apartments
3. advocacy and problem solving to keep housing affordable in Spence
4. increase investment to maintain and add affordable housing stock
5. build community between homeowners and renters

These goals were ranked through a community-wide survey to offer three main goals. The following tasks were completed to inform the housing portion of the five-year plan:

- ▲ Participant surveys at
 - West Central Women's Resource Centre
 - Mamawi (Spence location)
 - 615 Ellice Ave. office
 - Housing Committee meeting
 - Ellice Street Festival
- ▲ Housing inventory
- ▲ Focus groups with Service Providers
 - Tenants
 - Mamawi
 - West Central Women's Resource Centre
 - Seniors
- ▲ Interview with key housing workers in the neighbourhood
 - Mamawi (Spence location)

Document review

The plan will also be informed by relevant research and policy direction issued by governments, boards and research bodies including

- ▲ Our Winnipeg (City of Winnipeg)
- ▲ Winnipeg's Vanishing Rooming Houses: Change in the West Broadway and Spence Neighbourhoods (Institute of Urban Studies)
- ▲ 2014-2016 SNA Housing Plan

EVENT	DATE	LOCATION
Provided an update on the current housing plan and an opportunity to ask questions and comment.	March 2016 May 3, 2016	615 Ellice Ave. and via email
Ellice Street Festival	June 11, 2016	On Ellice
Service Providers Focus Group	May 5, 2016	West End Cultural Centre
Housing Committee Meeting	Various meetings starting April 2016	615 Ellice Ave.
Tenant meetings		430 Langside St.
Volunteer meetings	Once a month – starting April 2016	430 Langside St.
MamaWi	May 16, 2016	443 Spence St.
West Central Woman's Resource Centre	May 2, 2016	640 Ellice Ave.
Steering Committee	March 9, 2016 April 13, 2016 May 11, 2016	615 Ellice Ave. 586 Ellice Ave. Via email
Seniors' focus group	September 24, 2016	615 Ellice Ave.
Individual interviews Acting director at Mamawi (Garry Richard)	May 16, 2016	443 Spence St.



HOLISTIC HOUSING

Type	McGee	Agnes	Balmoral	Furby	Langside	Sherbrook	Young	Maryland	Spence	Total
Single Family home	14	128	9	79	88	73	53	88	41	573
Duplex	13	19	4	30	17	14	12	35	23	167
Triplex	0	3	1	2	3	1	3	5	2	20
fourplex	0	3	1	4	4	3		4	0	19
Rooming House	1	9	2	25	28	14	10	9	19	117
Apartment building	3	9	8	11	3	25	12	14	4	89
Row housing	0	0	0	0	14	0	0	6	0	20
Boarded-up apartment buildings	0	0	0	0	0	0	0	0	1	1
Boarded-up houses	0	0	0	0	2	0	3	2	0	7
Boarded-up businesses	0	0	0	1	0	0	0	0	0	1
Empty lots ready to build	0	0	1	1	2	5	0	4	2	15
Empty lots, not yet cleared	0	0	0	1	0	0	0	0	0	1
Business and housing	0	4	0	0	1	1	0	0	0	6
	31	175	26	154	162	136	93	167	92	1036

HOUSING SURVEY ANALYSIS

RESPONDENT DATA: 61 respondents total

SURVEYS COMPLETED AT: 615 Ellice (17), MamaWi Spence Location (22) and West Central Women's Resource Centre (22)

LANGUAGE

First languages other than English:

Cree: 2

French: 1

Ojibwe: 3

Oji-Cree: 2

Spanish: 2

Other languages spoken:

Cree: 3

French: 4

Korean: 1

Inuit: 1

Ojibwe: 2

Oji-Cree: 2

Salteaux: 2

Sioux: 2

ETHNIC BACKGROUNDS IDENTIFIED

Northern Indigenous Identities

Aboriginal: 6	Anishinaabe: 1	Cree: 1	Eskimo: 1
Metis: 4	Ojibwe: 1	Native: 3	Shawnee: 1
Traditional: 1	First Nations: 9	Status Indian: 1	

Other Ethnic Identities

British: 1	English: 2	French: 1	German: 1
Irish: 1	Korean: 1	Latino: 1	Mayan: 1
Scottish: 1	Swedish: 1	Ukrainian: 2	White: 1

IMMIGRATION

Ten respondents self identified as an immigrant. Of these:

- 7 came in the family category
- 1 was a refugee
- 2 were students
- 1 identified as "other"

MARITAL STATUS

- 47 respondents reported being single, divorced/separated or widowed
- 2 reported being married
- 8 are common law

AGE

- 2 respondents were under 18
- 7 respondents were between 18 and 24
- 20 respondents were between 25 and 44
- 30 respondents were between 45 and 64
- 4 respondents were over the age of 65

GENDER

- female: 37
- male: 13
- n/a: 1

TYPES OF HOUSING

- 10 respondents live in rooming houses
- 5 in a non profit housing unit
- 24 rent from private landlords
- 2 live in privately run group homes
- 4 are in Manitoba Housing
- 1 is in a non profit group home
- 1 said they were living with a friend
- 6 stated "other"

HOLISTIC HOUSING

EMPLOYMENT, INCOME, AND AFFORDABILITY

Including yourself, how many people are working in your household?

- 21 respondents said: 0
- 12 respondents said: 1
- 2 respondents said: 3
- 3 respondents said: 3

8 of these are full time, the rest are part time.

Combined household income before taxes:

- 35 respondents: under \$10,000
- 12 respondents: \$12-20,000
- 4 respondents: \$30-40,000
- 1 respondent: \$40,000+

25 respondents said they do not receive rental subsidies. 19 stated they did receive subsidies.

16 respondents said that others in their household helped to pay for rent.

LIVING ARRANGEMENTS

- 18 respondents live alone
- 18 respondents live with one other person
- 6 respondents live with 2 other people
- 4 respondents live with 3 other people
- 4 respondents live with 4 other people
- 5 respondents live with 6 or more other people.

9 people reported having one or more seniors in the household.

WHAT STREET DO YOU LIVE ON?

There was at least one respondent per street in the neighbourhood, however no respondents said that they live on McMicken or Notre Dame.

LENGTH OF TENANCY/TIME IN THE NEIGHBOURHOOD

Respondents had lived in their current home for an average of nearly 3 years, with the longest reported time in a current home of 10 years.

Respondents had lived in the neighbourhood for an average of 6.5 years, with 2 respondents saying they had lived in the neighbourhood their whole lives, and 8 respondents saying they had been in the neighbourhood 10 years or more.

PLANNING TO STAY?

34 respondents (out of 62) said they were planning to move within the next 3 years. More than half of these safety, liveability, affordability and accessibility concerns regarding their current housing as a reason for needing to move.

HOUSING AVAILABILITY

Out of the 39 respondents who said they had moved in the last five years, and had difficulty finding housing, 29 (or 74% of respondents) said they had had trouble finding housing.

HOW WELL ARE RESIDENTS' NEEDS MET BY HOUSING IN SPENCE?

Strongest responses show that respondents believe that single people, single parent families, people with disabilities, renters, seniors, and students are not getting their housing needs met in the neighbourhood.

More than half of respondents believe that the neighbourhood needs more of the following types of housing:

- Transitional housing
- Social housing
- Subsidised rental housing
- Subsidized home ownership
- Rental Housing
- Seniors housing
- Two- and three-story apartment buildings
- High rise apartments
- Single family homes, duplex, triplex and four-plexes, and row housing.

On balance, there was a call for more student housing, and group homes.

There was not a strong call for more homeownership, and there was a call for decreased numbers of condos.

Near equal numbers of people called for “more” and “less” rooming house units.

REPAIRS AND RENOVATIONS

Referring to their own homes, seven respondents offered examples of critical repairs that they would take care of first before anything else, while the rest of the respondents offered more cosmetic priorities.

In terms of home exteriors, five priorities were mentioned that were specifically safety related (for example, lighting). The rest were cosmetic.

LOCAL HOUSING CHALLENGES

In terms of local housing related challenges, a third of respondents said that boarded up buildings, feeling safe in your home, rising house

prices, gang activity, and sex trade activity are a significant problem. Nearly half identified apartments needing repairs as a big problem. In addition, nearly half of respondents said that rising rents, feeling unsafe outside at night, backlanes, and bed bugs and other pests are a major problem.

RENT OR HOME OWNERSHIP?

Renters were asked what stops them from purchasing a home. 29 said they either prefer to rent or haven’t considered purchasing. The 22 other responses all mentioned finances as a barrier to purchasing a home, including challenges qualifying for a loan, not having a down payment, having a low credit rating, no affordable options locally.



HOLISTIC HOUSING PLAN

GOAL ONE: Increase Housing Affordability

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Development of affordable and low income housing — develop investment in new and renovating existing low income housing, and increasing the choice of quality, low income rental housing available in the neighbourhood	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ SNA achieves official buy in from City of Winnipeg to protect housing affordability in Spence through concrete measures/policy ▶ Creation of a Spence housing development plan ▶ 20% increase in affordable, low income housing ▶ 30% renovations of existing units of low income or affordable housing
National Housing Strategy — Work with the federal government and stakeholders to create and implement a national housing strategy	Housing Stakeholders Group Landlords Tenants and residents	<ul style="list-style-type: none"> ▶ National Housing Strategy announced ▶ Steps taken towards implementation, including tangible neighbourhood results/impacts
Find ways of increasing affordability, safety and accessibility for all people isolated from stable and supportive housing	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ 2016 develop baseline for current levels of affordable safe housing ▶ Improvement measure will be developed once baseline is established with the goal of a 50% improvement in 5 years ▶ Provide 4 workshops per year educating tenants on eligible benefits and supports

Support housing transitions in the community — people in precarious housing, seniors, newcomers, people coming from northern or rural communities	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Support 50-75 people transition to more stable housing per year ▶ Plan to support newcomers completed and implemented ▶ Plan to support people coming from the north completed and implemented
Develop and renovate new and existing homes to support accessibility, visitability and universal design, through working with developers and management companies	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ All landlords educated on universal design. ▶ 20 neighbourhood units have at least one new feature that makes the unit more accessible. ▶ All new developments will be encouraged to include visitability, accessibility and universal design into their plans
Advocate for affordable options for people with disabilities. Develop strong relationships with landlords and accessibility groups to find ways of supporting accessible renos to existing units.	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ All landlords educated on universal design. ▶ 20 neighbourhood units have at least one new feature that makes the unit more accessible. ▶ Advocate for 5 community members per year ▶ Residents connected to Residential adaptation's assistance program,
Rent Assist — Encourage the provincial government to increase and expand the rent assist program. Educate community about rent assist	Province of Manitoba Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ All residents know about rent assist and how to apply. At least one petition submitted to government on increasing financial supports for housing for low income people. ▶ Minimum of 4 workshops on rent assist and other eligible benefits annually

HOLISTIC HOUSING

Community-led guidelines for affordable housing — work with the city to develop neighbourhood guidelines around affordable housing	City of Winnipeg Tenants and other residents Landlords and developers	<ul style="list-style-type: none"> ▶ SNA achieves official buy-in from City of Winnipeg to protect housing affordability in Spence through concrete measures and policy
Work to end homelessness — work with local housing strategies end homelessness ensuring they incorporate community led solutions	Winnipeg Plan to End Homelessness Plan to End Youth Homelessness Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Umbrella housing strategies articulate their partnerships with neighbourhood housing organizations in their digital/physical materials ▶ Synthesize homelessness plans and coordinate Spence Neighbourhood response
Affordable housing for Seniors — develop strategies to support seniors staying in the community.	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Five homes vacated by local seniors serve to re-house local under housed family. ▶ Develop 1 unit of supported senior housing for each home vacated by a senior
Work with community youth programs to evaluate youth housing needs, and make steps towards meeting this critical housing gap	SNA youth programs Resource Assistance for Youth Winnipeg plan to end youth homelessness	<ul style="list-style-type: none"> ▶ Investigate and summarize youth housing needs. Prioritize three solutions and complete them ▶ Develop action based plan for transitional youth housing ▶ Support 10 -15 youth per year transition out of homelessness
Increase local incomes by encouraging renovation and build work to be done by local companies or social enterprises that employ people with barriers to employment	SNA CED staff Manitoba Green Retrofit BUILD CEDNET	<ul style="list-style-type: none"> ▶ 50% of renovations and new builds are being done through local companies and social enterprises

GOAL TWO: Improve the Experience of Safety in Local Rooming Houses and Apartments

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Improve rental housing — continue to offer grants and incentives for rooming house and apartment repair and upgrade. With unique strategies for rooming houses and apartments	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Rental grants continues ▶ More landlords access rooming house grants ▶ 150 rental housing improved ▶ Landlords are confident in the grant programs and strategies.
Improve rooming houses — work to increase safety in rooming houses while maintaining access and affordability.	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Rooming house grant accessed by landlords ▶ Tenants are supported and empowered to improve their common areas and have the resources to do it. ▶ 50 Tenants trained to support and improve rooming houses
Improve safety for women — organize project around women's safety in rooming houses and apartments.	West Central Women's Resource Centre City of Winnipeg Province of Manitoba, Government of Canada Tenants and other residents Landlords and developers	<ul style="list-style-type: none"> ▶ 4 Women (or other identified) only rooming houses in the community ▶ 5-10 landlords engaged to improve safety for women in rooming houses
Continue to partner with landlords and tenants to ensure everyone understands their responsibilities and rights, and support collaborative problem solving.	Tenants and landlords Residential Tenancies Board	<ul style="list-style-type: none"> ▶ 8-10 workshops per year on rights and responsibilities and collaborative solutions to address rental issues.

HOLISTIC HOUSING

Continue engaging rooming house tenants in making physical improvements to their own units and buildings.	Tenants and landlords Province of Manitoba.	▶ 50 rooming house tenants have improved their own units and built skills by doing physical work on their own buildings.
Develop rooming house mentoring program where tenants support one another to perform tenant responsibilities and learn (and defend) their rights.	City of Winnipeg Province of Manitoba Government of Canada Tenants and landlords.	▶ 20% increase in stability in rooming houses, reducing economic uncertainty for tenants, and increasing community cohesion/ safety, which plays a compounding effect on stability.

GOAL THREE: Improve and Support Relationships Between Landlords, Tenants, and Homeowners

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Engage landlords, tenants and homeowners to work together to address local housing challenges and improve housing in the community.	Landlords Tenants Homeowners.	<ul style="list-style-type: none"> ▶ Three groups are seen as collaborators with an interest in improving affordability, accessibility, and safety across all measures of housing in Spence. ▶ Groups work together to understand and address emerging issues, such as need for transitional housing and supports for seniors. ▶ 5 local housing challenges addressed annually
Create a strategy to address specific accessibility issues, and develop a action plan to address them.	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ 20 units are made more accessible, visitable or incorporate universal design

Support people through education and awareness to work together to address the causes of safety issues and mental health crisis.	Canadian Mental Health Association Winnipeg Regional Health Authority	<ul style="list-style-type: none"> ▶ Everyone in the neighbourhood is well-equipped to care for their home and support their neighbours. Housing is well taken care of, and conflicts are quickly addressed through the support of neighbours, and local organisations. ▶ 4 Workshops or education sessions held annually on mental health issues ▶ 6 active partnerships with mental health or crisis supports ie HOC's or WRHA crisis services ▶ Partnership with Winnipeg Police to support housing safety
Maintain local housing improvement grants, and advocate together for additional grants that help address neighbourhood priorities of making housing safer, and more accessible.	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords and developers Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Grant matching is affordable for property owners matched to their incomes. ▶ Barriers removed for accessing grants
Community led decisions, feedback and consultation on development and zoning changes- ensuring community voice in civic decision making	City of Winnipeg Province of Manitoba Government of Canada Tenants and other residents Landlords	<ul style="list-style-type: none"> ▶ Community continues to shape the kinds of development that happen in the neighbourhood. ▶ Community is consulted on all zoning issues ▶ Consultation is real- actual meetings with residents, surveys and options for residents to be informed and engaged in civic decisions
Coordinate collaborative approaches through the west end housing stakeholders to work on collective solution to housing development issues and concerns.	Housing Stakeholders Group	<ul style="list-style-type: none"> ▶ Stakeholders group shapes City, Provincial, and National housing policy, maintains a public voice on housing issues. ▶ 6 meetings per year of housing stakeholders group ▶ 10 housing collaborations by 2021

CLOSING STATEMENTS



In creating this plan, we sat down with long time Spence neighbourhood residents Joan Hay and Gerry Berard to see what they had to say about where the neighbourhood has come, and where it is going. The conversation was far reaching. Gerry and Joan share more than 30 years of presence in the neighbourhood, and more than 25 years of involvement in Spence Neighbourhood Association, including board executive contributions. Speaking with them about their personal and long term commitment, you get a sense of what it means to want change, be willing to put in the work to see it happen, observe the results, and take a look at the next task. What does this look like from their perspective? Here are some of their comments.

Gerry: I remember a young boy who died in behind the West End Cultural Centre on Ellice Avenue, I guess in '90 or '91. So my involvement in this community has always been based around making sure that we have greater opportunities for the youth, and that we don't have to go into the underground economy to find opportunities. I also recognize that there are always going to be people who are ostracized from their own communities and therefore they will need somewhere that they can live. Being that we are a community that has a vast majority of rooming houses, these individuals that are rebuilding their lives, that require as many supports and assistance as possible, that we can offer them so that they can move on and make space for other people that are ostracized from other communities.

The voices of the community that I am hearing at the committee meetings are completely different from the beginning of my term. We have a lot more understanding at the community meetings now rather than everyone coming in with their own agenda. As long as you do the footwork, things will fall in place. Be patient.

Joan: This is how we do community development. You have to engage with these plans. To me, because of the way that all the information was gathered for this plan, because of all the things that (were done) I know that it has had the communities input, so it is the intentions of the community. And that's what we should be working on not individual or personal agendas. People focused like that come and go. Keep it on topic. Stick to the agenda and things will work themselves out.

You see a lot of growth in a lot of ways, but you'll still find people who don't know what SNA is. But the thing is, it's up to people, sometimes, to figure out what's available in their neighbourhood, too. And I think when you're dealing with marginalized communities you are dealing with a community that is struggling with basic needs. They are basically just trying to figure out what they are going to have for supper, you know?

Gerry: So it's always important to be making that next investment in the community. Right now where I'd be putting my money is in our Friday nights which happen at the Daniel Mac Centre that's called "Our Place" now and that's about working with our ladies who find employment walking the streets. It's another community involved activity that I believe requires financing to assist these ladies.

Community development takes this much time, this much dedication. Spence's strategy of starting with relationship, and local resources to reach community driven goals works, and will carry the neighbourhood through the next five years of making life better.

