| TO:                      | Mayor and Members  
                          | General Issues Committee |
|------------------------|---------------------|
| COMMITTEE DATE:        | February 5, 2014    |
| SUBJECT/REPORT NO:     | Presentation of the Neighbourhood Action Plans for Crown Point and Gibson Landsdale (GALA) Neighbourhoods, developed as part of the Neighbourhood Action Strategy (CM12013(d)) (City Wide) |
| WARD(S) AFFECTED:      | City Wide           |
| PREPARED BY:           | Suzanne Brown (905) 546-2424 ext. 4711  
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                          | Lisa Zinkewich (905) 546-2424 ext. 2297 |
| SUBMITTED BY:          | Vicki Woodcox  
                          | Acting General Manager  
                          | Community & Emergency Services Department |
| SIGNATURE:             | Vicki Woodcox  
                          | Acting General Manager  
                          | Community & Emergency Services Department |

RECOMMENDATION

(a) That the Neighbourhood Action Plans for Crown Point and Gibson Landsdale (GALA) neighbourhoods, attached as Appendix A and Appendix B to Report CM12013(d) be endorsed;

(b) That Planning staff be directed to consult with the Neighbourhood Planning Team on potential land use changes that could assist in the implementation of the Neighbourhood Action Plan where appropriate;

(c) That the completed Neighbourhood Action Plans attached as Appendix A and Appendix B to Report CM12013(d) be distributed to and reviewed by City of Hamilton staff and Neighbourhood Action Strategy Partners to determine suitable actions to assist in the implementation of the Neighbourhood Action Plans; and,

(d) That staff be directed to report back to the appropriate standing committee on suitable implementation measures (including cost and resource implications) that will be undertaken by the City of Hamilton to support the implementation of the Neighbourhood Action Plans attached as Appendix A and Appendix B to Report CM12013(d).
EXECUTIVE SUMMARY

The Neighbourhood Action Strategy (previously referred to as the Neighbourhood Development Strategy) provides the framework for the “horizontal integration” of neighbourhood work that not only ensures the effective and efficient delivery of service at a neighbourhood level, but that will assist the City in creating a stronger working relationship with residents and key stakeholders in neighbourhoods.

Report CM12013(d) presents the Neighbourhood Action Plans (NAPs) for the Crown Point and GALA Neighbourhoods, which have been developed through the Neighbourhood Action Strategy, totaling ten completed NAPs to date. Neighbourhood Action Plans are resident-led, asset-based plans that reflect the issues that are most relevant and pressing to the residents that live in each neighbourhood. Themes across these two neighbourhoods focus on neighbourhood safety and beautification, increasing community connectedness and communication infrastructure, revitalized local economies, healthy active living and education. Neighbourhood Action Plans provide a work plan for improving the health and well-being of residents in Hamilton neighbourhoods.

The implementation of the defined actions established within these two Neighbourhood Action Plans will be reviewed by the City, community partners, and the neighbourhood residents and stakeholders themselves to determine suitable implementation measures and responsibility. The City will work with each neighbourhood and all partners in defining what actions will require municipal leadership and investment and which will be undertaken by others. Any Municipal implementation measures (including cost and resource implications) will be presented to the appropriate standing committee for approval.

Should Council wish to not endorse the Neighbourhood Action Plans as requested as part of Recommendation (a) to Report CM12013(d), staff will discontinue work in this neighbourhood and focus on the implementation of the actions identified in the previously endorsed Neighbourhood Action Plans.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial:
In October of 2010, Council approved the earmarking of $2,000,000 of the Unallocated Capital Levy to support the City’s Neighbourhood Development Strategy, which includes funding for the implementation of identified actions contained within Neighbourhood Action Plans. As part of Recommendation (d) to Report CM12013(d), staff will report back to the appropriate standing committee on suitable implementation measures (including cost and resource implications) associated with the Neighbourhood Action Plans included as Appendix A and Appendix B to Report CM12013(d).
Staffing:
A key objective of the Neighbourhood Action Strategy is the integration of existing neighbourhood services and supports across City departments, therefore it is anticipated that the current model of collaboration with staff from other departments will continue. Should additional resources be required to assist in Neighbourhood Action Plan implementation, as part of Recommendation (d) to Report CM12013(d), staff will report back to the appropriate standing committee on suitable implementation measures (including cost and resource implications) associated with the Neighbourhood Action Plan.

Legal:
There are no legal implications associated with Report CM12013(d).

HISTORICAL BACKGROUND
Table 1 highlights the chronology of events from the establishment of the Neighbourhood Action Strategy Office (previously known as the Neighbourhood Development Strategy Office) to the presentation of the Crown Point and GALA Neighbourhood Action Plans today, which are attached as Appendix A and Appendix B to Report CM12013(d).

Table 1 – Neighbourhood Development Strategy Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Report</th>
<th>City Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 2010</td>
<td>Staff Report CM09021a/CS10091</td>
<td>Creation of the Neighbourhood Initiative</td>
</tr>
<tr>
<td>May 2011</td>
<td>Staff Report CM11007</td>
<td>Approval of the components of the Neighbourhood Development Strategy.</td>
</tr>
<tr>
<td>July 2011</td>
<td>Info Update</td>
<td>Identified the neighbourhood selection criteria and initial neighbourhoods. Neighbourhoods selected for 2011/12 included Keith (Ward 3), Stinson (Ward 2) and the Stadium &quot;precinct&quot; (Ward 3). Neighbourhoods selected for 2012/13 initiation included Beasley (Ward 2), McQuesten (Ward 4) and Rolston (Ward 8). In addition, through the partnership with the Hamilton Community Foundation (HCF), 5 additional neighbourhoods to be supported through this initiative (for a total of 11).</td>
</tr>
<tr>
<td>Feb. 2012</td>
<td>Info Report CM11007(b)</td>
<td>Details provided in regards to progress made to date, overall Neighbourhood Development Strategy deliverables, governance structure, research and evaluation plan and costs.</td>
</tr>
<tr>
<td>June 2012</td>
<td>Info Update</td>
<td>Year one progress update highlighting quick-wins and next steps.</td>
</tr>
<tr>
<td>Sept.</td>
<td>Staff Report</td>
<td>Endorsement of the Neighbourhood Action Plans for Keith,</td>
</tr>
</tbody>
</table>
POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS
n/a

RELEVANT CONSULTATION

It is estimated that approximately 900 Crown Point and 1000 GALA community residents, business owners and service providers, have been engaged throughout the Neighbourhood Action Planning process for their respective neighbourhoods. Each process, which consisted of utilizing a number of different strategies to maximize engagement, included partnerships with other organization’s events (i.e. Wever Celebrates), asset mapping days, visioning exercises, a door to door survey (with McMaster School of Nursing) and monthly neighbourhood planning team meetings.

Internally, staff from City of Hamilton departments supported both the Crown Point and GALA planning teams and events; Neighbourhood Action Strategy, Recreation Division, Public Works Adopt-a-Park, Fire Department, Hamilton Public Library and Hamilton Police Services. The Ward 3 Councillor’s office also supported the GALA planning team.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

All Hamilton neighbourhoods have tremendous assets as well as real barriers to being healthy vibrant communities. Transforming good neighbourhoods into great ones begins with a plan and a great plan is developed and owned by residents and supported by the community. By engaging people within neighbourhoods to identify, plan, and lead the changes that they want to see, neighbourhood health can be improved.
The Neighbourhood Action Strategy has actively engaged neighbourhoods in Hamilton to develop resident-led, asset-based Neighbourhood Action Plans. The Neighbourhood Action Plans for Crown Point and GALA are attached as Appendix A and Appendix B to Report CM12013(d). The actions documented in this plan reflect the issues that are most relevant and pressing to the residents that live in the Crown Point and GALA neighbourhoods. The Crown Point Community Planning Team came together in 2009 to start to build on the assets of their neighbourhoods and their neighbourhoods. In 2012, the Gibson Landsdale (GALA) Planning Team came together in the Hub formerly known as “Wever”, to create a neighbourhood action plan. The planning and community engagement strategy were built upon the foundation of engaged and dedicated residents wanting to make positive changes in their neighbourhoods.

The goals, objectives and actions in the plans were developed through an intensive planning process that was led by a core group of residents and service providers and facilitated by the community development worker, with support from the Neighbourhood Action Strategy Office. The community engagement events and information gathering activities were led by the community development worker and the planning teams. The process engaged as many residents as possible in the creation of the actions and are evidence of the neighbourhoods desire to improve the health and well-being off all the neighbours who reside there. Key themes across plans include neighbourhood safety and beautification, increasing community connectedness through a communication infrastructure and neighbourhood events, revitalized local economy, healthy active living and education.

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #1

A Prosperous & Healthy Community

*WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.*

Strategic Objective

1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.

The funding strategy noted as part of the Strategic Action is addressed under Recommendation (d) to Report CM12013(d).
APPENDICES AND SCHEDULES ATTACHED

Appendix A – Crown Point Neighbourhood Action Plan

Appendix B – Gibson Landsdale (GALA) Neighbourhood Action Plan
Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.

-Jane Jacobs
Crown Point Community Planning Team

...the more people contribute, the more they feel that they belong...

December 2013
Vision
To make Crown Point a better place to live, work and raise a family

Mission
To strengthen the Crown Point Community by building and promoting the assets of the community, to facilitate resident participation in the community, to encourage a barrier-free environment where all residents are encouraged to grow to their full potential.

Values
- Inclusiveness
- Respect
- Diversity
- Stewardship
- Capacity Building
Welcome to the Crown Point Neighbourhood

Development of the Plan

Profile of the Crown Point Neighbourhood

Asset Map

The Planning Process

Why we did this

History of the Crown Point Community Planning Team (CPCPT)

Activities and research

The Process

Next Steps & Evaluation

Terms of Reference

Acknowledgements
The Development of the Neighbourhood Action Plan

We, the Crown Point Planning Community Team, developed this plan in 2011-2012. We were supported in the planning and implementation process by a Community Development Worker, the Neighbourhood Action Office of the City of Hamilton and the Hamilton Community Foundation.

We engaged the Crown Point neighbourhood throughout this planning process in the following ways; face to face, surveys, community meetings, research, focus groups.

This plan is more than words on paper; it is intended to drive clear and feasible action by the CPCPT, the City of Hamilton and the Hamilton Community Foundation. The goal is for the plan to be used to develop work plans and funding priorities. However, we understand that not all our actions may be feasible due to funding or other limited resources, but we will explore each option to its fullest.

Profile of Crown Point Neighbourhood

Crown Point is an inclusive, hybrid community comprised of a number of neighbourhoods that have come together to build on the assets that exist within their surrounding areas. When the Hamilton Community Foundation began to engage residents through its Tackling Poverty Together II initiative aimed at improving the quality of life for people living in this general area, the boundaries of Crown Point were identified by the residents as: Gage to Kenilworth, Escarpment to the Water.

Significant landmarks in this community include Delta Secondary School, the Ottawa Street shopping district, Gage Park, the Centre on Barton and ArcelorMittal Dofasco. There is a high density of major industrial development in the northern sector with the number of manufacturers steadily decreasing in recent years.

A major rebirth of the commercial potential of Ottawa Street, one of the north-south routes, has provided a destination shopping opportunity for antique and fabric shoppers with cars or using public transit from across the city and beyond. Major east-west and north-south thoroughfares encourage rapid transit through the
neighbourhood. Kenilworth Avenue is a four-lane thoroughfare as is Main Street East, and all three transit-ways define communities within the community. A CN rail line bisects the community north of Barton Street. The redevelopment of the Centre Mall, once an enclosed mall where local residents would gather to spend their afternoons and shop for necessities, has now been replaced by big box stores.

Housing consists mainly of detached, single-family dwellings laid out in a square grid; there are few high-rise apartment dwellings in this area. The housing stock of Crown Point can best be described as pre and post war low-density, single-family homes with a concentration of homes owned by working class families representing the majority in the south, to a more even split between owner occupied and rental accommodation to the north. The majority of housing appears to have been constructed from 1930 to 1960 in order to serve at that time, a thriving industrial base. The housing stock has had an impact on the diversity of this neighbourhood. While the older smaller single-family homes are affordable for young families, they are also home to many seniors who have raised their families and remained in their golden years and thus there is a nice blend of seniors and young families with children.

Significant community centres within the boundaries include the Kiwanis Boys and Girls Club, the Hamilton Regional Indian Centre and the YWCA on Ottawa Street. There are some parks. There are two grocery stores located at the far corners of the community; they are more than one kilometer from a significant portion of the community and therefore, need to be accessed by car or public transit.
NEIGHBOURHOOD PROFILE

CROWN POINT

POPULATION CHARACTERISTICS

AGE GROUPS

<table>
<thead>
<tr>
<th></th>
<th>Crown Point</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19 years old</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>20-34 years old</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>35-64 years old</td>
<td>44%</td>
<td>41%</td>
</tr>
<tr>
<td>65 years and older</td>
<td>11%</td>
<td>15%</td>
</tr>
</tbody>
</table>

FAMILIES WITH CHILDREN UNDER 18

<table>
<thead>
<tr>
<th></th>
<th>Crown Point</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married parents</td>
<td>49%</td>
<td>13%</td>
</tr>
<tr>
<td>Common-law parents</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>Female lone parent</td>
<td>29%</td>
<td>23%</td>
</tr>
<tr>
<td>Male lone parent</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>

POPULATION GROUPS

<table>
<thead>
<tr>
<th></th>
<th>Crown Point</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents who have Aboriginal ancestry</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Residents who identify with a minority group</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td>Residents who immigrated to Canada between 2001 and 2006</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Residents who immigrated to Canada between 1996 and 2000</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Residents who immigrated to Canada between 1991 and 1995</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Residents with activity limitations</td>
<td>26%</td>
<td>21%</td>
</tr>
</tbody>
</table>

KEY FINDINGS

There are similar proportions of children in Crown Point and Hamilton.

There are fewer seniors living in Crown Point, compared to the city (11% vs. 15%).

Fewer parents in Crown Point are married than in the city (49% vs. 66%). But there are more than twice as many parents in common-law relationships in Crown Point than in Hamilton (13% vs. 6%).

Nearly three in ten families in Crown Point are led by female lone parents (29%). There are almost twice as many male lone parents in Crown Point compared to the city (9% vs. 5%).

In Crown Point, almost triple the proportion of residents have Aboriginal ancestry compared to the city (8% vs. 3%). A further analysis reveals that some areas of Crown Point have the highest concentration of Aboriginals among Hamilton’s neighbourhoods.

Fewer individuals identify with a visible minority group in Crown Point than in the city (8% vs. 14%).

There are smaller proportions of residents who immigrated between 1991 and 2006, compared to the city.

There is a larger proportion of persons with activity limitations in Crown Point than in the city (26% vs. 21%).
**NEIGHBOURHOOD PROFILE**

**CROWN POINT**

**INCOME AND HOUSING**

**HOUSING AND MOBILITY**

- **Tenture type of dwellings**
  - Rented: 24% for Crown Point, 34% for City.
  - Owned: 76% for Crown Point, 68% for City.

- **Dwelling type**
  - Apartment building with 5 or more storeys: 2% for Crown Point, 17% for City.

- **Affordability**
  - Renters spending 30% or more on shelter costs: 40% for Crown Point, 53% for City.
  - Owners spending 30% or more on shelter costs: 23% for Crown Point, 19% for City.

- **Mobility**
  - Changed address in last year: 23% for Crown Point, 27% for City.
  - Changed address in last 5 years: 26% for Crown Point, 26% for City.

**POVERTY RATES**

- **Total population**
  - Crown Point: 23%
  - City: 18%

- **Children under 6**
  - Crown Point: 27%
  - City: 26%

- **Seniors**
  - Crown Point: 21%
  - City: 17%

**KEY FINDINGS**

The majority of Crown Point residents are homeowners (76%), which is higher than the city’s rate (68%).

Less than one quarter of Crown Point residents are renters (24%).

Over half of renters (53%) live in unaffordable housing and spend 30% or more of their income on shelter costs.

Almost a quarter of homeowners (23%) live in unaffordable housing, spending 30% or more of their income on shelter costs.

Almost four in ten residents in Crown Point changed addresses in the last 5 years which is close to the average for the city (37%).

The poverty rate in Crown Point is higher than for the city (23% vs. 18%).
KEY FINDINGS

The average age of death in Crown Point is 71.3 years old, which is 3.9 years younger than the city’s average age of death and 2.9 years younger than lower city residents.

The rate of emergency room visits is higher in Crown Point than in Hamilton.

The rate of Crown Point residents who visit an emergency room and do not have a family doctor is higher than for the city overall, but lower than the median rate for the lower city.
Why we did this
The Crown Point Neighbourhood has faced considerable economic and environmental challenges over the past few decades; the neighbourhoods’ northern end is made up of heavy industrial areas. Many previous industries - centered on steel and manufacturing - experienced a significant economic downturn resulting in job losses, the loss of local businesses, empty industrial sites and a decrease in the quality of housing stock.

Residents have historically reported problems with air quality in the hub, resulting in many health-related issues. Residents complain that there is dust and soot on buildings and cars; there are several traffic throughways through the neighbourhood used by heavy truck traffic, thus decreasing walk-ability and neighbourhood connectivity. There are also many homes for sale, in spite of the fact that housing prices in Hamilton are lower than in other communities. Housing stock itself is also a concern, with residents indicating that the Crown Point Hub has a low amount of social and affordable housing options and that current stock is in need of repair.

However, a recent “windshield survey” conducted in 2011 found that residents are friendly and do feel connected with neighbours and that despite the Hub’s challenges, there is a strong sense of community. One planning team member indicated that they are doing this work of creating a neighbourhood plan because “we love where we live, work and serve, and plan for it to become a better place to live, grow and develop for generations to come”. It was also noted in neighbourhood engagement activities that the Crown Point neighbourhood is unique: it has historical buildings, views and gathering spaces in Gage park, a Children’s Museum, and the Delta and Memorial School spaces. Delta School is slated for closure in 2015.

Through a series of community engagement activities, focus groups, key informant interviews and other exercises, this Neighbourhood Plan sets a pathway for neighbourhood improvement for years to come.
History of the Crown Point Community Planning Team

In 2008 a couple of residents/service providers in the Crown Point neighbourhood began to display an interest in the work of the Hamilton Community Foundation. With the support of the Hamilton Community Foundation, a group of residents and service providers began to mobilize people living and working in the Crown Point community to come together and see if there was an interest in doing something as a community to address the effects of poverty on their neighbourhood. A first formal meeting at the Wallace Brothers Funeral home on Ottawa Street showed them that this interest was much more widespread and people were interested in working together as a community. Over the next year this group of concerned people living and working in the Crown Point community came together and built on the assets that already exist within their community and within themselves. They took part in many local events and promoted the concept of a local planning team to bring residents, service providers, institutions, places of worship and local business together to work collaboratively to address some of the challenges that exist within their community. They worked diligently developing a mission and vision for their community as well as hosting small inexpensive opportunities to again promote community. An outdoor movie night for families was hosted by a group of youth, a walk along the Pipeline as well as regular meetings at various community partners’ homes, churches, schools and community centres. On Monday March the 23rd, 2009 the group held an election and welcomed the first slate of officers to represent the Crown Point Community Planning Team. In the 2009-10 funding round of TPT II, Hamilton Community Foundation was pleased to recognize Crown Point as a neighbourhood hub.

TPT II Funding 2009-10

- Crown Point Community Planning Team (sponsored by New Hope Church)
  - to support the “Property Elves” program - $2,250
- Crown Point Community Planning Team (sponsored by New Hope Church)
  - to support a summer soccer league for children - $5,000
- Kiwanis Boys’ and Girls’ Club
  - to support the Youth to Youth initiative - $6,580
- Kiwanis Boys’ and Girls’ Club
  - small project funding for resident-led initiatives - $5,000
- YWCA Hamilton
  - to support the Girls Day-In initiative - $3,000
- YWCA Hamilton
  - to support a Teen Mom Drop-In facilitated by local residents - $5,000
Activities and research used to inform this plan

Crown Point Community Food Security Workshops, April 2010
(University of Toronto researchers Wakefield and Klassen)
The community was consulted by University of Toronto researchers to identify food security issues in the Crown Point Hub. Results of this work found that; residents travel to multiple stores to find foods that meet their needs, busy lifestyles often make it hard to access stores during posted hours, there are not enough food banks in the hub, not a large variety of ethno-specific food, and improvements are needed in food security by increasing community gardening activities, food co-ops and food delivery programs.

Community Development in Hamilton: Crown Point Hub Visioning Exercise, May 2010: Researchers Wakefield and Klassen conducted research in the hub to study the community development process that had begun as part of the Hamilton Community Foundations’ Tackling Poverty Together Program. In May 2010, a visioning exercise was conducted to help the Community Planning Team members begin to develop a plan that would locate the local issues more centrally into an overall neighbourhood improvement plan focusing on asset-based problem solving. Consensus points emerged from this work including; the need for more local decision-making power and improvements to the amount of pollution that this particular neighbourhood had been dealing with historically. From this work came the six vision statements that were later adopted by the Community Planning Team as the goals for this Action Plan.

B-line corridor land use study Delta to Ottawa Street Design Charrette and Public Meeting, June 2011
The City of Hamilton initiated a secondary planning process for lands within approximately 500 meters of the Main- King-Queenston corridor from McMaster to Eastgate Mall. This plan will determine future land use patterns (uses, heights, densities, urban design elements) for properties throughout this corridor. This work is being done concurrently with the City’s planning, engineering and design studies for a Rapid Transit system along this corridor. The nature of land use in the east section of the corridor will change in the future with the implementation of a rapid transit line along Queenston Road, affecting the businesses along the corridor and the neighbourhoods beyond the corridor.
The Crown Point neighbourhood is part of the proposed “B-Line” light rail transit corridor running east-west across the lower city of Hamilton. In June 2011, a design charrette and public meeting was held by City of Hamilton Planning Department staff with residents in the Crown Point CPT for the B-Line Land Use Study. The purpose of the study was to:

“….identify existing policy directions, on nodes and corridors, residential intensification, potential built forms suitable for intensification along the B-Line corridor and regulatory and design tools that could be used to affect the design of intensification projects.”

At the charrette, participants worked with staff to:

- Maximize the positive effect on the neighbourhood especially increasing the local population
- Minimize any negative effects on adjacent properties and the neighbourhood
- Enhance the local characteristics of the local neighbourhood that make it unique

Results of the charrette are available at www.hamilton.ca.

**Hamilton Neighbourhood Action Strategy Profiles (Social Planning and Research Council, 2012)**

In 2010, the Hamilton Spectator’s Code Red series highlighted some of the inequities among our city’s neighbourhoods and their impacts on residents’ health. The Chief Public Health Officer of Canada explains the links clearly:

“People with better incomes, better education and better social supports enjoy better health than those with fewer social and economic opportunities”

The United Way commissioned the SPRC to complete a set of demographic profiles for the 11 neighbourhoods in the Neighbourhood Action Strategy, to help stakeholders to better understand the neighbourhoods they are serving and to inform residents and agencies as they entered into the action planning process. The Crown Point neighbourhood profile can be found on pages 13 – 16 of the report, which can be accessed on the SPRC website at www.sprc.hamilton.on.ca.
Health in the Hubs

Health in the Hubs is a community-based initiative of McMaster’s School of Nursing, focused in three neighbourhoods in the City of Hamilton. Crown Point is one of the selected hubs for this project. See Health in the Hub Phase 1: Neighbours and Nurses Working Together (McMaster School of Nursing, 2011) for details of the methodology and results of the work. In partnership with the McMaster School of Nursing in 2011, the CPCPT was instrumental in beginning to identify the assets and challenges facing the community and was becoming even more committed to addressing these challenges. The top five issues identified in the surveys conducted by the Nursing Students in the Crown Point Neighbourhood were:

1. Quality of Neighbourhood Life
2. Cleanliness
3. Illegal Activities
4. Infrastructure-Maintenance
5. Health Care-Social Care

The top five causes of these issues identified in the hub were:

1. Cleanliness (related to pollution, soot, industrial waste and waste management, poor sanitation and unmanaged garbage)
2. Youth (idle youth and poor behaviours)
3. Infrastructure (conditions of road and streets, difficulty parking, too many cars, and presence of railways)
4. Quality of community living (big box stores replacing smaller ones, poor air quality)
5. Illegal activities (crimes, drugs, traffic speed and volume)

By doing this research, members of the Crown Point Community Planning Team were able to start focusing their efforts on objectives and actions that could be undertaken by residents of Crown Point to start creating neighbourhood change.

Code Red Born (2011)

A Spectator special investigations team analyzed more than half a million Ontario birth records spanning four years to produce a three-part series — Born: A Code Red Project. The results included studies of young moms and poverty rates in the Crown Point Neighbourhood. For more information, go to www.thespec.com for an overview of the series, and testimonies of experiences of young mothers in the Crown Point Neighbourhood.
Crown Point Walkability Action Plan Report (McMaster University, March 2012) prepared for the Crown Point Community Planning Team: Crown Point residents have less access to safe walking spaces or cycling routes than other residents in Hamilton CMA. Lack of access has impacted on health (residents engage in less physical activity because of the lack of access to places to walk or ride a bike), and access to amenities such as grocery stores (residents fear getting hit by traffic on busy streets if they walk). As a result, this has impacted negatively on the health of residents in this community. Mayo et al (2011. http://www.sprc.hamilton.on.ca/), identified that 26% of the population does not engage in regular physical activity. This study identified the issues contributing to the lack of walkability and presents an action plan and key recommendations to increase walkability options for the Crown Point Neighbourhood.

The Process

Partners in the Crown Point Community Planning Team include Kiwanis Boy’s & Girls’ Club, New Hope Church, Bethel Church, the Ottawa Street BIA, Hamilton Public Library, the YWCA and the Hamilton Wentworth District School Board, Hamilton Wentworth Catholic School District Board and 12 community residents. Also involved in planning efforts were McMaster University School of Nursing and the Perkins Centre/Homestead Christian Care.

We consulted:
• Residents
• Business owners
• Social service providers
• Local churches/faith leaders
• Youth/children

During the Crown Point Community Planning Team Visioning Session May 17, 2010 and during the Community Visioning Sessions, spring and summer of 2012.
Results of the June 2012 Visioning Session

INTERGENERATIONAL ACTIVITIES  ANNUAL AWARDS CEREMONY
NO ABSENTEE LANDLORDS  UNLEASHED COMMUNITY CAPACITY  STRONG LOCAL BUSINESSES
LIFE SKILLS OFFERED TO OUR YOUTH  SKATE BOARD AND BIKE PARK  BACKYARD BBQ’S AND OPEN HOMES
EXPANDED FARMER’S MARKET HOURS  AFFORDABLE HOUSING OPTIONS FOR ALL PEOPLE
ENGAGED WITH OTHER NEIGHBOURHOODS  BIG PICTURE DREAMING REALIZED
VIBRANT  BIG PICTURE DREAMING REALIZED
NICE  BIG PICTURE DREAMING REALIZED
GREEN  BIG PICTURE DREAMING REALIZED
SAFE  BIG PICTURE DREAMING REALIZED
LRT  BIG PICTURE DREAMING REALIZED
MORE LITTER AND RECYCLING CONTAINERS  BIG PICTURE DREAMING REALIZED
MORE LIGHTS IN DARK AREAS  BIG PICTURE DREAMING REALIZED
CULTURAL AND CREATIVE ACTIVITY  BIG PICTURE DREAMING REALIZED
BOTTLE/PLASTIC FREE  BIG PICTURE DREAMING REALIZED
MORE BIKE PATHS  BIG PICTURE DREAMING REALIZED
A KENILWORTH ST. THAT DOESN’T LOOK LIKE A SLUM  BIG PICTURE DREAMING REALIZED
SEWAGE PROBLEMS FIXED  BIG PICTURE DREAMING REALIZED
PEDESTRIAN FRIENDLY STREETS  BIG PICTURE DREAMING REALIZED
OPEN ACCESS TO ESCARPMENT  BIG PICTURE DREAMING REALIZED

What do I want my neighbourhood to look like in 5 years?

POSTED SPEED LIMITS  BIG PICTURE DREAMING REALIZED
SPEED BUMPS  BIG PICTURE DREAMING REALIZED
INCREASED GREEN SPACE  BIG PICTURE DREAMING REALIZED
BLOCK PARTIES  BIG PICTURE DREAMING REALIZED
TRAFFIC CALMING  BIG PICTURE DREAMING REALIZED
LEADERSHIP  BIG PICTURE DREAMING REALIZED
SOCCER FIELDS  BIG PICTURE DREAMING REALIZED
CO-OP WORKSHOP SPACE  BIG PICTURE DREAMING REALIZED
ACCESS TO PROPERTY ELVES  BIG PICTURE DREAMING REALIZED
STREET BIKE FESTIVAL  BIG PICTURE DREAMING REALIZED
COLLECTIVE KITCHENS  BIG PICTURE DREAMING REALIZED
COMMUNITY THEATRE  BIG PICTURE DREAMING REALIZED
EMPOWERMENT  BIG PICTURE DREAMING REALIZED
INCREASED AFFORDABLE HOME OWNERSHIP  BIG PICTURE DREAMING REALIZED
MORE FLOWERS/PLANTS IN TRAFFIC ISLANDS  BIG PICTURE DREAMING REALIZED
CENTRE FOR ENTERPRISE AND HOUSING DEVELOPMENT  BIG PICTURE DREAMING REALIZED
NEIGHBOURS HELPING EACH OTHER  BIG PICTURE DREAMING REALIZED
CELEBRATE OUR ABORIGINAL POPULATION  BIG PICTURE DREAMING REALIZED
INCREASED OUTREACH TO OUR PARTNERS  BIG PICTURE DREAMING REALIZED
WELCOMING OF DIVERSE OPINIONS AND IDEAS  BIG PICTURE DREAMING REALIZED
SPEAKERS SERIES ON THINGS THAT MATTER TO US  USING OUR OWN EXPERTS  BIG PICTURE DREAMING REALIZED
STREET HOCKEY AND CYCLING GROUPS  USE OUR LOCAL ASSETS  BIG PICTURE DREAMING REALIZED
A PLACE THAT CREATES EMPLOYMENT  BIG PICTURE DREAMING REALIZED
PROVIDER OF CONTENT FOR MEDIA COVERAGE  BIG PICTURE DREAMING REALIZED
INCREASED DENSITY AND DEVELOPMENT IN KEY CORRIDOR HUBS  BIG PICTURE DREAMING REALIZED
WELCOMING TO NEW IMMIGRANTS  CPCPT IS A GO TO PLACE FOR SUPPORT  BIG PICTURE DREAMING REALIZED
NEIGHBOURHOOD DEVELOPMENT THAT FACES THE STREET AND HAS GREAT URBAN DESIGN AND PEDESTRIAN ACCESS  BIG PICTURE DREAMING REALIZED
Next Steps

- Implement Action Plan
- Undertake training in governance, planning and communications for CPCPT
- Seek support/funding as resources needed and identified

Evaluation of Plans and Neighbourhood Development Study

To ensure the ongoing success of the Neighbourhood Action Strategy, a comprehensive evaluation has been taking place alongside the implementation process. This evaluation identifies both the successes and challenges faced by Neighbourhood Action, and will help us to learn from our experiences and build on them as we move forward. The four components of this evaluation are:

1) a longitudinal survey conducted by McMaster University that will ask residents at regular intervals about the health and well-being of their neighbourhoods;
2) the use of quantitative neighbourhood-level indicators to measure other neighbourhood changes over time;
3) outcome evaluation to assess the effectiveness of the implementation of community plans; and
4) a developmental evaluation that measures the impact generated by the community development workers supporting the neighbourhoods. At this point, it is still too early in the process to provide results from most of this work. However, early results show that despite facing time constraints, workload pressures, and other challenges, community development workers are essential to building the capacities and relationships in neighbourhoods that will underpin the sustainable implementation of their plans.
Terms of Reference
Crown Point Community Planning Team

i. Membership
- Includes anyone who is committed to furthering our mission and vision, identifying issues, suggesting and acting on solutions.
- Includes representation from households, businesses, agencies, and faith communities of the Crown Point Neighbourhood, loosely defined as escarpment to the water, Gage St. to Kenilworth. The CPCPT will make determination on a case by case basis regarding plans and projects that may fall outside of these geographic boundaries.
- Working sub group committees will be created as deemed necessary by the Committee of the Whole and ad hoc members solicited for these purposes.
- New member recruitment process will be ongoing.
- Members should communicate their regrets when they cannot attend a meeting.

ii. Resources and Support
The Crown Point Community will welcome the support of any and all individuals, agencies and institutions that support the vision and mission of our group. The CPCPT acknowledges the support of the City of Hamilton, Hamilton Community Foundation and the Community Development Worker.

iii. Structure, Roles and Responsibilities
A. Executive Committee Role
The Executive Consists of the Co-Chairs (2), Treasurer and Secretary. Collectively they are responsible to develop:
   Policies
   - Planning processes
   - Terms of Reference and protocols for sub committees
   - Setting an annual review of policies and practices
   - Hold the annual general meeting
   - Oversee affairs of the CPCPT
   - Communicate to the public, elected officials, funders and service providers on behalf of the CPCPT

i. Chairperson/Co-Chair
Chairperson/Co-Chair responsibilities are to:
- Champion CPCPT’s mission and vision and demonstrate leadership
- Set the agenda in consultation with the recording secretary
- Facilitate productive meetings
- Participate or designate an alternate to represent city-wide activities
- A statement of the mission, vision and values of the CPCPT at the beginning of each meeting
ii. **Recording Secretary/co-secretary**
The recording secretary is responsible to:
- Champion CPCPT’s mission and vision and demonstrate leadership
- Support Chair/Co-Chair in meeting preparation and follow up
- Set the agenda in consultation with the chairperson/co-chair and distribute a week before the next meeting
- Prepare minutes of planning team meeting and circulate within a week after the meeting
- Provide communications support to the CPCPT and appropriate community resources

iii. **Treasurer/co-treasurer**
The treasurer is responsible to:
- Champion CPCPT’s mission and vision and demonstrate leadership

iv. **Members**
Members are invited to:
- Champion CPCPT’s mission and vision and demonstrate leadership
- Share personal expertise and participate in activities, initiatives, sub committees, planning process and meetings etc.
- Participate in small grant decision-making, follow up, evaluating and monitoring of projects

B. **Executive Terms**
All executive positions are elected bi-annually from the CP resident membership. Each executive member will serve for a two-year term with co-chair terms alternating. A second two-year term is permissible if members re-elect a current Executive member. Members may re-elect any Executive member for a maximum of 2 terms. Where a member has completed 2 terms, one-year rest is required before re-election. Additional rules for elections are in section (i).

i. **Elections**
- Elections will be held each May to select new members where required
- Nominations should be submitted by the April meeting In May, at the AGM, the elections are held. Positions are effective the following day
- Should someone not be able to complete their term, elections will be held to fill the position until the term of service is fulfilled

ii. **Meetings**
- Meetings will be held the third Monday of each month. Where the meeting falls on a holiday, the meeting will automatically fall on the following Monday
- Extra meetings are called as determined by the needs of the CPCPT, in coordination with the executive
- The Annual General Meeting will occur in May. It will include elections, financial report and a celebration of the highlights of the past year
iii. Location
- Located within the community, to be determined by the needs of the group
- Members will volunteer to provide refreshments

iv. Times
- Meetings will start at 6:30 p.m. and finish by 8:00 p.m

v. Decision Making
- Consensus will be the preferred decision making model. If consensus cannot be achieved, a vote will be held with the members in attendance. 65% will carry the action forward. There will be no proxies.

vi. Rules of order
a) Order of Business (Agenda)
- Call to order – co-chair
- Welcome and introductions and a review of the mission, vision and values
- Review minutes
- Review agenda
- Seek addition to agenda (new business)
- Agenda items including sub-committee reports
- Announcements
- New business
- Call for a volunteer for refreshments for the next meeting.
- Close of meeting – co-chair

b) Motions
- Must be recognized by co-chairs
- Must be seconded to initiate a vote
- May be made by anyone present
- Items from the floor may be voted on only if they have been made part of the agenda prior to the acceptance of the agenda
- Members must be recognized by the co-chair to address the meeting
- Open discussion must be initiated by the co-chairs

vii. Review of Terms of Reference
These Terms of Reference will be reviewed annually and brought to the planning team for ratification every March. Last ratification is March 18, 2013.
As a result of the research and activities identified, the CPCPT came together to create a Crown Point Neighbourhood Action Plan which consists of 6 goal areas. The following workplan outlines the goals, objectives and activities to be implemented during the 5 year lifespan of the plan.

### Goal A: Greater power to make decisions about community planning, budgeting, etc.

<table>
<thead>
<tr>
<th>Objective 1: Continue to support the work of the Crown Point Community Planning Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1:</strong> Hire a new community development worker for the CP Hub</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Action 2:</strong> Create a binder of past meeting minutes of the CPCPT meetings over the past 4 years and store at an accessible site. Post minutes on CP website</td>
</tr>
<tr>
<td><strong>Action 3:</strong> Create a committee structure to support the 6 initiatives as part of this plan (i.e. youth, environment, food security, community engagement)</td>
</tr>
<tr>
<td><strong>Action 4:</strong> Create a membership database of residents in Crown Point</td>
</tr>
<tr>
<td><strong>Action 5:</strong> Locate a permanent office space for the CPCPT within one of the existing service organizations</td>
</tr>
<tr>
<td><strong>Action 6:</strong> Support the work of the CPCPT and its related committees</td>
</tr>
<tr>
<td><strong>Action 7:</strong> Set up an ad-hoc policy and planning sub-committee; support the continued development of the structure, policies and planning processes of the CPCPT</td>
</tr>
</tbody>
</table>

### Goal A: Greater power to make decisions about community planning, budgeting, etc.

<table>
<thead>
<tr>
<th>Objective 2:</th>
<th>Continue to build the capacity of the CPCPT through training, workshops and other professional development opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1:</td>
<td>Survey CPCPT members assets, knowledge and information regarding community development activities; work with local service providers to be better able to support, engage and train CPCPT planning team members</td>
</tr>
<tr>
<td>Resident Lead</td>
<td>Nelly, Hans, Julie, Tammy (Rebecca)</td>
</tr>
<tr>
<td>Action 2:</td>
<td>Survey and engage local non-profit service providers and the McMaster DeGroot School of Business to deliver workshops in non-profit management and community development activities; strengthen the organizational capacity of the Executive Team and CPCPT members with the competencies of the community developer or with other external resources if needed</td>
</tr>
<tr>
<td>Resident Lead</td>
<td>Nelly, Hans, Julie, Tammy (Rebecca)</td>
</tr>
<tr>
<td>Action 3:</td>
<td>Create and implement an annual training and evaluation plan for the CP Planning Team members</td>
</tr>
<tr>
<td>Resident Lead</td>
<td>Nelly, Hans, Julie, Tammy (Rebecca)</td>
</tr>
</tbody>
</table>

### Objective 3: Increase representation of non-agency members in the CPCPT

| Action 1: | Continue outreach to residents beyond current scope at special events |
| Action 2: | Engage community members in various committee efforts to better engage and focus specific skills, knowledge and resources of community members |
| Resident Lead | Sandra Penner, (Rebecca) |

### Objective 4: Create an inventory of community members’ strengths and interests and give resources to help leverage them (previously Goal F, Objective 2)

| Action 1: | Create community survey to distribute |
| Action 2: | Collect surveys and analyze and develop asset map of community |
| Action 3: | Publish asset map and share with CP Hub |

Goal B: Clean, green, beautiful and environmentally sustainable neighbourhood

<table>
<thead>
<tr>
<th>Objective 1: Increase the amount of green space in the hub</th>
<th>Resident Lead (Agency Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1: Identify locations for tree planting</td>
<td>Yes February 2013, Yes June 2013</td>
</tr>
<tr>
<td>Action 2: Apply for trees through City of Hamilton Tree Program</td>
<td>Yes March 2013, Yes June 2013</td>
</tr>
<tr>
<td>Action 3: Plant trees through City of Hamilton Tree Program</td>
<td>Yes March 2013, Yes June 2013, Yes December 2013</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2: Integrate planning efforts with City of Hamilton green space plans and develop a community garden</th>
<th>Resident Lead (Agency Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1: Find out about city plans for new parks in Crown Point; request citizen involvement in planning to include community garden and a soccer field</td>
<td>Yes June 2013, Yes September 2013</td>
</tr>
<tr>
<td>Action 2: Support the continued development of a community garden plan for new park space - complete Pipeline Train Garden Project</td>
<td>Yes June 2013, Yes September 2013, Yes December 2013</td>
</tr>
<tr>
<td>Action 3: Advocate for conversion of unused green/brown space to parkland</td>
<td>Yes December 2013, Yes March 2014, Yes June 2014</td>
</tr>
</tbody>
</table>
# Crown Point Neighbourhood Action Workplan 2013 - 2017

## Goal B: Clean, green, beautiful and environmentally sustainable neighbourhood

### Objective 3: Increase accessibility, walkability and mobility in the Crown Point Hub

<table>
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</thead>
<tbody>
<tr>
<td>Action 1: Adopt the key recommendations in the Crown Point Walkability Action Plan and work with City staff and other partners to implement recommendations and actions</td>
<td>Mary Bowness, Greg Sinclair (Steve Rolfe, McMaster School of Nursing)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 2: Adopt the International Charter for Walking as recommended in the Walkability Study</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 3: Endorse bicycle co-op grant supported to HCF; work together to support the development and hosting of a bicycle festival</td>
<td>Andrew</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>Action 4: Advocate for traffic calming measures and bike lanes in the Hub, especially on main thoroughfares; improve bike infrastructure through designated secure parking areas; bike racks, pump/ fill stations, access to bike fix kits; explore a bicycle rental program (i.e. Bixi bikes)</td>
<td>Mary, Greg, (Kelly Scott and Sharon McKinnon, Public Health) (Steve)</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 5: Continue the development of the Pipeline as a walking and cycling trail</td>
<td></td>
<td>X</td>
<td>X</td>
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<td>X</td>
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### Objective 4: Decrease the amount of pollution in Crown Point Hub

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<tbody>
<tr>
<td>Action 1: Establish an environment sub-committee of CPCPT</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 2: Develop a relationship and work with Environment Hamilton to enact recommendations for healthier air quality, less pollution and soot in the Crown Point Community Hub</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>Action 3: Connect with and involve local schools / kids in the various activities (i.e. helping to create a community garden on their plot, having a school competition for most environmentally conscious school through recycling programs, walking or biking to school etc., trash pick up days)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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## Goal C: Well-utilized, easy, affordable, accessible activities for people to participate in together

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</thead>
<tbody>
<tr>
<td>Action 1: Endorse partnership between Crown Point, Boys and Girls Club and Compass Point Church for after school music program</td>
<td>(Michael Bowyer, Compass Point Church) (Duane Dahl, Boys and Girls Club)</td>
<td>X</td>
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<tr>
<td>Action 2: Submit application to HCF to support the program</td>
<td>(Michael) (Duane)</td>
<td></td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 3: Create program plan/bring together volunteers, other resources</td>
<td>(Michael) (Duane)</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>Action 4: Advertise program to community, meet with school administrators to recruit participants and start program</td>
<td>(Michael) (Duane)</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 5: Support the development of girl’s programming at the YWCA Ottawa Street location / support application to HCF to expand program</td>
<td>Kayla Penner, (Ashley, YWCA)</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>Action 6: Explore development and opportunities for growth of soccer, hockey and other team programs</td>
<td>Tim Brand (Duane)</td>
<td></td>
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<td>X</td>
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<tr>
<td>Action 7: Survey local school and church spaces to open up space for more community and family based activities</td>
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<tr>
<td>Action 8: Develop a youth drop-in centre in the hub</td>
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</table>

## Objective 2: Develop a food co-op/increase access to food choices

| Action 1: Develop a food security committee as part of the CPCPT |              | X            | X            | X            | X            | X            | X            | X            | X            | X            | X            |
| Action 2: See Food Security workshop results and recommendations and create a Food Security action Plan for CP Hub |              |              |              |              | X            | X            | X            | X            | X            | X            | X            | X            |
| Action 3: Research other models; create feasibility study and business plan for food co-op in CP Hub |              | X            | X            | X            | X            | X            | X            | X            | X            | X            | X            | X            |
# Crown Point Neighbourhood Action Workplan 2013 - 2017

## Goal C: Well-utilized, easy, affordable, accessible activities for people to participate in together

### Objective 3: Develop a youth hub

<table>
<thead>
<tr>
<th>Action 1: Create a youth committee of the CPCPT, create terms of reference and recruit members</th>
<th>Emily Sinclair, Kayla Cavanagh, Brooke, Britney, Andrea, Katana, (Jesse Williamson, City of Hamilton Recreation) (Duane, Boys and Girls Club) (Ashley, YWCA) (Rebecca)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 2: Host a neighbourhood youth summit to identify assets, plans and activities that will support youth in the CP Hub</td>
<td>Emily, Kayla, Brooke, Britney, Andrea, Katana, (Jesse, Recreation) (Duane, Boys and Girls) (Ashley, YWCA) (Rebecca)</td>
</tr>
<tr>
<td>Action 3: Create a youth-led workplan to set goals, objectives and action to support the involvement of youth in decision-making, planning and community development</td>
<td>Emily, Kayla, Brooke, Britney, Andrea, Katana, (Jesse, Recreation) (Duane, Boys and Girls) (Ashley, YWCA) (Rebecca)</td>
</tr>
</tbody>
</table>

### Objective 4: Advocate for supportive land-use and special plannings

| Action 1: Invite a CPCPT member to remain engaged in LRT Planning initiatives | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Action 2: Attend City of Hamilton Planning Meetings, monitor minutes, request monthly update from City Councillor | | | | | | | | | |
| Action 3: Engage the residents in advocating for more affordable housing opportunities for the Crown Point Hub/ make presentation to Affordable Housing Flagship to increase housing planning efforts for Hub | | | | | | | | | |

### Goal D: Vibrant, local economy with many small family businesses

<table>
<thead>
<tr>
<th>Objective 1: Create jobs for youth and community members to develop life skills</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1:</strong> Survey local businesses for potential training opportunities: Build relationships with businesses to develop strategies/partnerships that will see them successful and contributing back to the community</td>
</tr>
<tr>
<td><strong>Action 2:</strong> Meet with employment providers and advocate to set up an employment office in Crown Point Hub</td>
</tr>
<tr>
<td><strong>Action 3:</strong> Partner with a service provider to host community based workshops in resume writing, interview skills, and hosting a Dress for Success program</td>
</tr>
<tr>
<td><strong>Action 4:</strong> Establish an on-site Ontario Works presence in the Hub</td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>Sandra, Tony, (Rebecca) (Steve, McMaster)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Sandra, Tony, (Rebecca) (Steve, McMaster)</td>
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<tr>
<td>Sandra, Tony, (Rebecca) (Steve, McMaster)</td>
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<tr>
<td>Sandra, Tony, (Rebecca) (Steve, McMaster)</td>
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</tbody>
</table>

### Objective 2: Transform Kenilworth into a vibrant commercial district

| Action 1: Support the development of the Aboriginal community’s efforts at 20 Kenilworth as an arts and cultural centre |
| Action 2: Advocate for a Kenilworth Ave BIA designation and meet with other BIAs to determine action plan to attract new business |

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<tr>
<td>Sandra, Tony, (Rebecca) (Steve, McMaster)</td>
<td>X</td>
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<tr>
<td>Sandra, Tony, (Rebecca) (Steve, McMaster)</td>
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<td>X</td>
</tr>
</tbody>
</table>

### Goal D: Vibrant, local economy with many small family businesses

<table>
<thead>
<tr>
<th>Objective 3: Expand Ottawa Street Farmer’s Market</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1:</strong> Encourage the Ottawa Street Market to open 3 days per week</td>
</tr>
<tr>
<td><strong>Action 2:</strong> Meet with stallholders / Ottawa Market decision makers to encourage micro enterprise, arts and crafts and other stalls at market created by youth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 4: Develop a “buy local / shop local” campaign to support local businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1:</strong> Inventory of local businesses to participate in program/identify gaps in services and promote location of businesses to fill gaps</td>
</tr>
<tr>
<td><strong>Action 2:</strong> Develop an awareness and promotion campaign with stickers, “keep your money local - shop in the hub” campaign, signage etc.</td>
</tr>
<tr>
<td><strong>Action 3:</strong> Encourage to service providers to buy in hub</td>
</tr>
<tr>
<td><strong>Action 4:</strong> Develop a local discount program for buying local</td>
</tr>
</tbody>
</table>
### Crown Point Neighbourhood Action Workplan 2013 - 2017

#### Goal E:  CPCPT is known, respected and has the capacity to make change and respond to needs in/advocates for the community

<table>
<thead>
<tr>
<th>Objective 1:</th>
<th>Increase visibility of the CPCPT in the HUB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1:</td>
<td>Branding program for CPCPT to include postcards, logo, signage, tag-line for CP</td>
</tr>
<tr>
<td>Action 2:</td>
<td>Apply for funding to pursue professional branding expertise from within CP HUB</td>
</tr>
<tr>
<td>Action 3:</td>
<td>Engage in community conversation to identify brand and products</td>
</tr>
<tr>
<td>Action 4:</td>
<td>Launch Campaign</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2:</th>
<th>Increase non agency representation in CPCPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1:</td>
<td>Training for community residents</td>
</tr>
<tr>
<td>Action 2:</td>
<td>Outreach to local businesses to participate in CPCPT</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 3:</th>
<th>Host more community neighbourhood events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1:</td>
<td>Create a Community Engagement committee of the CPCPT</td>
</tr>
<tr>
<td>Action 2:</td>
<td>Identify areas where indoor and outdoor food, cultural and special events can be held; support open houses of agencies in hub</td>
</tr>
<tr>
<td>Action 3:</td>
<td>Continue to support the annual Crown Point Carnival, other annual special events identified by residents</td>
</tr>
<tr>
<td>Action 4:</td>
<td>Increase engagement of residents beyond planning scope of 2010-2012 activities (i.e. greater geographic distance from core HUB activities)</td>
</tr>
<tr>
<td>Action 5:</td>
<td>Develop a CPCPT website, blog, twitter account, Facebook account</td>
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<tbody>
<tr>
<td>Sandra, Kayla, (Michael) (Duane)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Nelly</td>
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<td>X</td>
<td>X</td>
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<td>X</td>
<td>X</td>
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</table>
Acknowledgements

Alida van Dijk
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Duane Dahl
Emily Sinclair
Evan Fraser
Greg Sinclair
Hamilton Community Foundation
Hamilton Public Library
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Homestead Christian Care
Janice Kranyak
Jarah West
Jeffery Neven
Jesse Williamson
Julie Gibson
Kayla Penner
Mary Bowness
McMaster School of Nursing
Michael Bowyer
Nelly Sinclair
Pat Akres
Rebecca Doll
Sandra Penner
Social Planning and Research Council
Steve Rolfe
Tammy Heidbuurt
Tony Lemma
Tracy Pedersen
YWCA Hamilton
Notes:
Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.

-Jane Jacobs
Gibson And Landsdale Area

COMMUNITY PLANNING TEAM

A vibrant, connected community...
This Neighbourhood Action Plan is the culmination of ideas and efforts, gathered over a year and half, from people living and working in the community and individuals assigned to support the concept of asset based community development within the GALA boundaries. To better understand the concepts and suggestions within GALA’s Action Plan, a brief history of the formation and development of GALA, from its humble genesis to the present, is essential.

GALA’s first monthly meeting took place April 28, 2012, at the Barton Street Library, initiated by Laura Ryan, a Community Development Worker, who had sent out postcards of invitation piquing the interest of those concerned about issues in the Gibson and Landsdale neighbourhoods. Some of the people in attendance were: Laura Ryan, Brenda Duke, Richard MacLean, Nick Scime and Deb Clinton from the City of Hamilton, Jessica Howe from the Parent Council of Cathy Wever Public School, Suzanne Brown from Neighbourhood Action Strategy at the City and Kathleen Shannon from the Hamilton Public Library.

Initially, ideas emerged from the brainstorm discussions at the monthly meetings. Laura would record and categorize them, e.g: adopt a park, security, policing, etc. Once assembled, the ideas were prioritized and people chose which area they’d like to champion or work on.

By the summer of 2012, monthly meetings were averaging 15-20 attendees. Around this time we began work on our Terms of Reference and a Mission and Vision Statement:

“In Gibson and Landsdale Neighbourhoods, we will respect, protect and engage the community to proudly live, work, play, create, educate and celebrate in places and spaces accessible, affordable and well cared for.”
Ward 3 Councillor Bernie Morelli attended early meetings where concerns about absent landlords, and the need for increased police presence were voiced. As a result, work on an “Action Plan” was started where safety was the focus. Sgt. John Pauls and Assistant Sgt. Kerri Duentch attended meetings. Throughout this time, the new stadium and Go Station, Barton Business Improvement Association, resident patrol, and support from Councillor Bernie Morelli were discussed. Although not all the ideas or plans discussed at monthly meetings were feasible or adopted, several key items were, like the neighbourhood clean-ups and the establishment of the Birch Avenue Greenspace.

Meetings also explored the idea of funding proposals through Small Project Grants with funds provided by the Hamilton Community Foundation. A community movie night was arranged which took place at Powell Park. Maintenance of local parks was also discussed.

The idea of a newsletter was started. The Herald newspaper was established with its first bi-monthly publication going out in May of 2013. In the span of four issues the newspaper has reached financial sustainability and the Herald team has grown from the initial 3 to 15. A website and Facebook page have also been established.

In 2013 Laura Ryan went to another neighbourhood and Rebecca Doll took her place as GALA’s Community Development Worker. Terms of reference were adopted in 2013 along with the mission, vision and values, and the first executive positions were elected at the Annual General Meeting in September 2013:

Chair: Gerry Cunningham  
Vice Chair: Sarah Sirket  
Treasurer: Alfair Reid  
Secretary: Angela Eady

Many new faces appeared at GALA’s Annual General Meeting in 2013, joining the effort to make our community a place where we can all safely live, work and play.

In October 2013 we presented the Neighbourhood Action Plan at the Wever Celebrates event. Community residents were invited to help prioritize the action items and were encouraged to get involved in helping to undertake some of them. In February of 2014 we will be presenting the Neighbourhood Action Plan to City Council for adoption.

For those living in the Gibson and Landsdale area, the establishment of the GALA Hub has offered hope that a community can make a difference, that as a team we can set goals and see them through to completion, and that by engaging people in the neighbourhood the positive energy of the community may be harnessed.
Parks, gardens and gathering places.
By Brenda Duke

It is important to reclaim our parks, greenspaces, and alleys to ensure that they become tools that successfully engage our neighbours; places where we can meet and get to know each other. In October 2012, we adopted The Birch Avenue Greenspace and did a clean-up. In May we held a garden party, did a clean-up, spread mulch, and planted flowers. At the event we launched a Garden Award contest. The City came on board and installed benches, provided equipment, supplies, and prizes for children. In August the neighbourhood came together and held our first BBQ. In October, after a year of effort, we held another clean-up to prepare the park for spring. We gave out the Garden Awards and found more interest for next year’s contest. The Birch Avenue Greenspace has been enhanced to provide a gathering space for the area and now needs only regular and seasonal maintenance.

We have taken stewardship of the alleys on both sides of Fullerton Avenue to ensure that illegal dumping, graffiti, and other by-law issues are dealt with. The area has a clean-team that regularly monitors the alleys, Greenspace, and the streets where we reside. By-law and property standard infractions are reported to the appropriate departments and dealt with in a timely manner. As the clean-team we have engaged neighbouring businesses and helped them improve their business areas, such as the clean-up at Master Paints. As a result, we have developed strong relationships with many businesses and seen improvements in all areas.

We recently adopted Powell Park with the goal in mind to improve the area through better lighting, reduced illegal dumping, and general discouragement of anti-social activity. We hope to engage the children in the area by offering movie nights and by encouraging involvement in other park activities, including maintaining the appearance of the park. We hope that they will develop pride in the park.

Community Engagement
By Rachel Braithwaite

“Through the small grants opportunity, we have helped to support several great community-led initiatives, one of which was helping the local neighbourhood association (GLNA) host a Hallowe’en event at a neighbourhood park. They worked with Wever C.O.R.E. and local schools to get the word out, along with door-to-door delivery of an event flyer. The event was a huge success with over 100 people attending. There was a scavenger hunt (led by Y on Wheels), pumpkins to decorate, and a costume parade around the walking track (led by the police smart car). There was limited lighting at the park so several neighbours walked home and returned with their own flood lights to help improve the event. Numerous neighbours commented to the event organizers about how amazed they were by such a wonderful community activity, saying, “We can’t wait for the next event!”
What Becoming Engaged Means to Us
By Candy Venning of Venni Gardens

My husband and I moved to Hamilton in 2010. We bought the first house that either of us had ever owned and we did this together shortly after we were married. Leaving Toronto was intimidating at first, mostly because we had lived downtown and enjoyed all the cultural activities of a thriving city – galleries and music, pubs and international restaurants – but we didn’t want to work our guts out for a mortgage in Toronto.

As it turned out the Landsdale neighbourhood offered proximity to everything we were worried about losing. I’ll admit it was the house that initially enticed us, but with such a big move on the line we went and looked at what was happening in the area. Upon discovering the local music venue, classic pub (where we grilled the owner about Hamilton over pints), other artists in the area and that we were just 2 km. from the GO station and walking distance to James Street North, we took the plunge and will never look back.

There are so many wonderful things about this city – you can find your niche, whatever your passion. Best of all, you have some time to actually pursue your passion, because your home is well within your means. In our distracting world, the greatest gift after health is time – time to engage in activities from hiking the nearby Bruce Trail or exploring the Waterfront to giving back to your community.

For us it started locally. We gave bulbs to our neighbours, planted a tree to improve the street canopy, and regularly participate in Team Up to Cleanup as well as working with 3 different neighbourhood associations to improve curb appeal by donating design time. We are able to host a free annual neighbourhood Perennial Exchange open to all, and support various organizations through donations to silent auctions.

In 2013 we were able to secure a small project grant through the GALA Hub to order over 2000 bulbs which were distributed for free to residents in order to beautify the neighbourhood and promote stewardship within the community. Health and time - we feel that Hamilton has given us time, that we have found a secret place - a hidden jewel - and the best part is we get to share it with all our happy neighbours.
Live, work and play: that is the Hamilton way!
By Alfair Reid
Resident, Business Owner

Hidden within the steel town image is a city full of life, a sense of community, and the opportunity to grow and become one of the top cities in Canada. I am sure that people living within a certain nearby city will claim that their city is the best, but Hamilton has a lot to brag about.

Growing up in a small town, moving to another big city, and finally settling in Hamilton, I find life here has the feeling of a small town. Hamilton is very community-oriented. Many events take place here that draw the community together in unity. This is a place where you are able to build good relations with people from different nations. There are hidden treasures: waterfalls, nature trails, concert venues, and open street events that exhibit the various cultures of Hamilton. On any given Friday night James Street or Hess Street comes alive with free concerts, unique craft displays, and beautiful art galleries. I cannot forget to mention the food. If your nose could sing, it would. There are water parks, basketball courts, soccer fields, swimming pools, and ice rinks for the whole family to enjoy. We have the Tiger Cats and the Bulldogs whom the whole city rallies around and a farmers market that people come to from near and far. The Bay Front is a beautiful place with a trail for the whole family to walk, run, or bike ride. Many activities occur there throughout the year.

The city of Hamilton is bigger than most people realize. There is the mountain area and the lower city area. Within the downtown area there is a unique blend of old Victorian houses and modern-day homes. The diversity of the homes creates a canvas for the creative mind, leaving the imagination to run wild with all of the potential that is available to enhance the city further. Hamilton is a place of opportunity for everyone. As an individual with a passion for decorating and design, I can see the beauty of Hamilton as it grows further into a city of excellence. As the saying goes, if there is a will, there is a way. Speaking with various people, I hear there is the will. As we come together, the way will be seen. Neighbours are joining together to adopt parks, attend city council meetings to express their concerns - and their voices are being heard by the city council, and progress is taking place. We have a mayor who, in my opinion, seems to truly care. Things are moving in the right direction.

Like any city, Hamilton has its challenges, but we will not let those challenges defeat us. We are banding together and moving forward. When you can find that kind of connection within a large city, that is a place where everyone can work, live, and play.
Re-seeding democracy
By Rebecca Doll

As soon as there is more than one person involved in a thing, there arises more than one account of how the thing happened. Here is one version of how asset-based community development began in Hamilton. In 2001 the Hamilton Community Foundation hired one Community Developer, David Derbyshire, to begin working in one neighbourhood, McQuesten. The aim was to bring people together around the idea of building on their assets rather than focusing on their problems. This way of working - by building relationships, and then building on those relationships to create positive change in the community – was successful and within a few years spread to other neighbourhoods. In 2011 the Hamilton Community Foundation and the City of Hamilton teamed up to expand the effort by hiring four more community developers and by launching the Neighbourhood Leadership Institute to help develop the leadership capacity of the residents involved.

One of the early tools that the HCF offered was the Small Project Grant, which empowered residents to decide what sort of engagement projects would be undertaken in the community. Over the years this effort to support community decision-making has grown into the Neighbourhood Action Grants, for larger projects in partnerships with local service providers.

At the City of Hamilton, through the Neighbourhood Strategies Office and the adoption by Council of the Neighbourhood Action Plans, we see a commitment of one municipal department after another to changing the way the City does business in order to help support the resident-led planning.

I like to look one or two generations into the future, to adults who grew up thinking that all of this is normal - that their neighbours make decisions about their community and about policies that affect them, that government is responsive, and that institutions are supportive of their vision - and I wonder what kind of world might those people create? But how do we get there?

I tell people that my job as a community developer is to build relationships with and between people, to promote asset-based community development, to support resident-led planning teams, and to bring diverse stakeholders together to implement neighbourhood action plans. People often ask how will we measure our progress. Inspired by John McKnight, my answer is that our goal is to help people to share their gifts (assets); we will know we have succeeded when everyone is sharing their gifts with someone else.
Terms of Reference

Name
The group shall be known as the Gibson and Landsdale Area (GALA) Community Planning Team and further referred to as GALA Hub.

Purpose

VISION
Gibson Landsdale is a vibrant, connected community.

VALUES
• Inclusiveness
• Health and wellness
• Respect

MISSION
The GALA Community Planning Team will engage our community to create a neighbourhood where we can proudly live, work and play.

1. To promote a sense of community development and neighbourhood participation and to strive for a vibrant connected area for residents and businesses.

2. To generate a spirit of investment in Gibson and Landsdale neighbourhoods so that our residents, students, visitors, workers and business owners nurture, protect and promote our community and operate on a consensus-based decision-making model.

3. Manage a working action plan that serves to build and maintain the systems, institutions and services that we need to survive and thrive.

4. To provide a forum for interested community residents to develop their leadership, organizational, administrative and teaching skills while representing the views held locally.

5. To foster a spirit of community, communication, interaction and encourage the community to develop cultural, social, intellectual and recreational programs to meet the identified community needs.

6. To improve accessibility to facilities within the community.

7. To operate inclusively and in a non partisan manner
Membership

1. Membership of GALA will be open to all residents or other stakeholders regardless of race, colour, religion, political beliefs, nationality, gender, sexuality or disability. Members must be 18 years to hold an executive position.

2. Members must have a desire to enhance the Gibson and Landsdale neighbourhood.

3. Membership may be of persons who own property, operate business and/or reside in the area defined by the following geographical boundaries: east from Wellington St to Sherman Ave and north from Main Street to CNN tracks.

4. Memberships shall be ongoing. Membership lists shall be reviewed annually.

5. Conduct unbecoming of a member of GALA who misrepresents the GALA team may include dishonest acts, displays of indecency, lawlessness, dealing unfairly, indecorum, injustice, or acts of cruelty. The executive of GALA at the time of the allegation shall determine if action needs to be taken and what action to take. The Secretary shall notify the member in writing of said action without further explanation.

6. All Executive Committee members must be GALA members in good standing.

Remuneration

No remuneration is paid to the members of GALA.

Responsibilities of Executive Members

1. The GALA executive shall consist of 4 (four) officers. Officers are Chair, Vice-Chair, Secretary and Treasurer.

2. Be familiar with GALA objectives, structures, activities, publications and programs.

3. Conduct the affairs of GALA with care and diligence.

4. Try to be familiar with GALA’s budget, budget processes and financial situation.

5. Regularly attend GALA meetings and committee meetings of which they are members.

6. Be familiar and ensure accuracy for the minutes of all meetings including committee meetings of which they are members.

7. Be involved at meetings, ask questions, discuss, challenge, participate in decision making, react to ideas, exercise initiative, influence and initiate change.

8. Support and participate in fund raising.

9. Be punctual at all meetings and advise the Chair well in advance when you are not able to attend.

10. Have a working knowledge of the parliamentary procedure.

11. Abide by the Terms of Reference of GALA.
Committees
1. The Planning team may strike committees when needed. These committees will report back to the Executive and to the General Membership as deemed appropriate by the Executive Committee.
2. Each sub-committee shall provide a verbal status report of the efforts and progress of their committee at the regular meetings. These updates shall be a standing agenda item at each meeting until a committee disbands.

Time Commitment
1. If an Executive Committee member does not serve on or Chair a sub-committee, that member is nonetheless expected to complete a minimum of three hours per month of GALA-related work (e.g. volunteering at events, organizing events, attending community partner meetings). GALA Executive meetings may be included in the three monthly hours. The three-hour minimum time commitment may be averaged over a 12-month term.
2. An Executive member who fails the minimum time commitment between meetings may be asked to resign if their failure is deemed to demonstrate a lack of interest.
3. An Executive member missing three consecutive Executive meetings may be asked to resign if their absence is deemed to demonstrate a lack of interest.
4. Any Executive member having or appearing to have a conflict of interest with the objectives of GALA must resign. The resignation of a GALA Executive Member must be submitted to Chair/Vice-Chair in writing.

Communications
The primary form of communication among the Executive is by e-mail. All members of the Executive are therefore expected to have regular access to e-mail and to ensure that the Chair and Vice-Chair have an up-to-date e-mail address at all times.
Meetings

1. GALA shall hold a minimum of six meetings per year.
2. Each member shall have one (1) vote, save the Chair.
3. In the case of a tie vote on any issue, the Chair shall have the final or time-breaking vote.
4. Preferred decision making is by consensus, except for in the event of an election or when a vote is required. Then decisions shall be democratically made and taken by simple majority vote of members at open meetings. All official decisions of GALA shall be in the form of a motion duly seconded, discussed and voted upon.
5. No proxy votes shall be allowed.
6. A member must have attended three (3) meetings from the date of membership to participate in a vote. Voting commences on the fourth meeting attended.
7. Minutes of meetings will be recorded by the secretary and sent out by e-mail to members within three (3) weeks of the meeting.

Nominations and Elections

1. Voting at an election meeting shall be done under the same terms stated in sections two – seven, Article 9 – Meetings.
2. Members may submit nominations for Executive Committee members for a period of thirty days prior to the Annual General Meeting which shall be held in September of each year. Nominations shall be made using prescribed GALA Nomination Forms.
3. The Chair shall call for further nominations from the floor at the AGM.
4. Election of officers shall take place at the September meeting/AGM.
5. The outgoing Chair shall stand for the September meeting including the elections and GALA business.
6. The newly elected Chair shall assume office and responsibilities for the October meeting.


Terms of Office

1. The 4 (four) officers of GALA executive committee shall be the Chair, Vice-Chair, Secretary and Treasurer.

2. The Chair shall serve until succeeded or retired for a term of 12 (twelve) months. The Vice-Chair shall serve until succeeded or retired for a term of 24 (twenty-four) months. The Secretary and the Treasurer shall serve until succeeded or retired for a term of 36 (thirty-six) months. Officers whose terms have expired are eligible for re-election for a maximum of 2 (two) consecutive terms in that position and 6 (six) consecutive years as an officer of GALA.

3. Officers who are absent from 3 (three) consecutive meetings without having provided an acceptable explanation to the membership may have their position terminated. Such vacancies shall be filled by the membership for the duration of the term. The process of selection is at the discretion of the majority of the Executive Committee.

4. Signing officers shall be the Treasurer and either the Chair or the Vice-Chair of GALA.

Fiscal Year

The fiscal year of GALA shall commence on September 1st and terminate on August 31st of the following year.

Finances and Expenses

1. Treasurer will report at each planning team meeting.

2. Small project funding is provided by the Hamilton Community Foundation and is administered through the Social Planning and Research Council.

3. Documents describing how to apply for small project grants shall be made available on the GALA web site.
# The Workplan

## GALA Neighbourhood Action Workplan 2014 - 2018

### Goal 1: Safety

#### Objective 1: Policing

<table>
<thead>
<tr>
<th>Action</th>
<th>Resident Lead (Agency Lead)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1: Increase visibility of police officers in the neighbourhoods</td>
<td>X</td>
</tr>
<tr>
<td>Action 2: Address prostitution and drug issues</td>
<td>X</td>
</tr>
<tr>
<td>Action 3: Develop positive relationships between officers and community members</td>
<td>X</td>
</tr>
<tr>
<td>Action 4: Prompt officer response to calls, both emergency and non emergency (ie. incident reporting)</td>
<td>X</td>
</tr>
<tr>
<td>Action 5: Continue the “beat cop circuit” and increase the frequency of rounds and perimeter size of rounds (include all parks in rounds)</td>
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</table>
## GALA Neighbourhood Action Workplan 2014 - 2018

### Goal 1: Safety

#### Objective 2: Planning and Environmental Design

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<tbody>
<tr>
<td>Action 1</td>
<td>Traffic Calming</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>Action 2</td>
<td>Smart Commute Implementation</td>
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<tr>
<td>Action 3</td>
<td>Alleyways project: alternate uses such as movie night, market place, parks, award alleyway allstars</td>
<td>X</td>
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<tr>
<td>Action 4</td>
<td>Addition of Lighting in Alleys</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 5</td>
<td>Improve accessibility for people with mobility issues</td>
<td>X</td>
<td>X</td>
<td>X</td>
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#### Objective 3: Conditions of the Environment

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<tbody>
<tr>
<td>Action 1</td>
<td>Park Maintenance</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Action 2</td>
<td>Promote Adopt-a-Park and Clean Team initiatives</td>
<td></td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Action 3</td>
<td>Proactive By-Law</td>
<td></td>
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<td>X</td>
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<tr>
<td>Action 4</td>
<td>Address garbage and dumping issues</td>
<td></td>
<td></td>
<td>X</td>
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### Goal 2: Communications

#### Objective 1: Resident to Resident

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<tbody>
<tr>
<td>1</td>
<td>Involve children, youth and seniors. Start a youth committee</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>2</td>
<td>Block Champions/Ambassadors</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>3</td>
<td>Engage rental property owners</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>4</td>
<td>Newspaper</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td></td>
<td>Brenda Duke, Jerry Cunningham</td>
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#### Objective 2: Institution to Resident

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<tbody>
<tr>
<td>1</td>
<td>Provide education sessions to residents re: how to report criminal and by-law complaints</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>2</td>
<td>Alpha Course (Christianity 101) at Wentworth Baptist - includes dinner, all welcome</td>
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#### Objective 3: Resident to Institution

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<tbody>
<tr>
<td>1</td>
<td>Increase reporting of criminal and by-law complaints</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</table>
### Goal 3: Business and Services

#### Objective 1: Commercial
- **Action 1:** Remove tax incentive for vacant properties
- **Action 2:** Enforce commercial zoning on Barton and King Streets to combat illegal residential conversions
- **Action 3:** Improve marketing strategies for the Barton and King Street commercial districts

#### Objective 2: Institutional
- **Action 1:** Traffic calming

#### Objective 3: Bricks and Mortar
- **Action 1:** Provide financial incentives to improve Barton and King Street facades
- **Action 2:** Develop a “GALA Pride” neighbourhood improvement and stewardship project
## GALA Neighbourhood Action Workplan 2014 - 2018

### Goal 4: Culture

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<tbody>
<tr>
<td>Action 1: Naturalize/enhance Birch Avenue Hydro right-of-way</td>
<td>Lise Graham, Brenda Duke (City of Hamilton)</td>
<td>X</td>
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<td>X</td>
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<td>Action 2: Create a volunteer list</td>
<td></td>
<td>X</td>
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### Objective 2: Programming

| Action 1: Improve variety and availability of recreational programming | | | | | | | | | | | |

### Objective 3: Events

| Action 1: Communicate events better | | | | | | | | | | | |

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Note: Each action is marked with an 'X' for the periods when it is expected to be completed.
### Goal 5: Education

#### Objective 1: Programming and Curriculum

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<tr>
<td>Michael Root (Daniel Moore, Mission Services)</td>
<td>X</td>
<td>X</td>
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#### Objective 2: Bricks and Mortar/Transportation


#### Objective 3: Students

|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------| 2017 |
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Individuals

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Luke Clitheroe
Kim Cooms
Gerry Cunningham
Nick Custodio
David Derbyshire
Emily DeBenedictis
Rebecca Doll
Brenda Duke
Angela Eady
Myles Gardner
Deryck Glodin
Matt Goodman
Lise Graham
Eileen Griffets
Elena Guzas
Margaret Hastings-James
Jessica Howe
Chantal Johnson

Paul Johnson
Cathy Licop
Meg Matsos
Richard McLean
Kirsten McNamee
Mary Ann Meyer
Julie Michal
Bernie Morelli
Alex Moroz
Amanda Pepin
Gerry Perry
Alexandra Pope
Alfair Reid
Andrew Reid
Eric Reid
Tammy Rivers
Michael Root
Laura Ryan
Julie Scanlin
Deborah Serravalle
Sarah Sirkett
Tim Tapp
Maggie Tapp
Candy Venning
Jesse Williamson
Lynn Young
Ron Young
Community Partners

Afrocan Food Mart
Auxiliary Police
Barton Library
Barton Street BIA
Barton Street Library
Barton Village BIA
Boys and Girls Clubs of Hamilton
City of Hamilton
City of Hamilton IT Department
City of Hamilton Neighbourhood Strategies Office
City of Hamilton Recreation
Davids Hair Salon
Fermata Music Therapy
First Place Pharmacy
GALA Blooms
Hamilton Community Foundation
Hamilton Public Library
– Barton Branch
Helping Hands
Jack’s Dollar Store
K-Otic Tattoo
King Barber Shop
Master Paints
Medical Pharmacy
Mediserve Pharmacy
Mission Services
Pacos Kitchen
Pinky Lewis Recreation Centre
Powell Park Community Garden
Pure Beauty
Ruffins
Shoppers Drug Mart
Social Planning and Research Council
St Matthews
St Vincent de Paul
The Mystery Ladies
Walt’s Variety
Wentworth Baptist Church
Wever C.O.R.E.
Y on Wheels
Youth Outreach Workers