

**CITY OF HAMILTON**

*City Manager's Office*

<b>TO:</b> Mayor and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> March 20, 2013	
<b>SUBJECT/REPORT NO:</b> Presentation of the Neighbourhood Action Plan for the South Sherman Neighbourhood, developed as part of the Neighbourhood Development Strategy (CM12013(b)) (City Wide)	
<b>SUBMITTED BY:</b> Chris Murray City Manager	<b>PREPARED BY:</b> Suzanne Brown (905) 546-2424 ext 4711 Paul Johnson (905) 546-2424 ext 5598
<b>SIGNATURE:</b>	Lisa Zinkewich (905) 546-2424 ext 2297

**RECOMMENDATION**

- (a) That the Neighbourhood Action Plan attached as Appendix A to report CM12013(b) be endorsed.
- (b) That Planning staff be directed to consult with the relevant 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 to report CM12013(b) be distributed to and reviewed by City of Hamilton staff and Neighbourhood Development Strategy Partners to determine suitable actions to assist in the implementation of the Neighbourhood Action Plan.
- (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 Plan attached as Appendix A to report CM12013(b).

## EXECUTIVE SUMMARY

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(b) presents the Neighbourhood Action Plan (NAP) for the South Sherman Neighbourhood, that has been developed through the Neighbourhood Development Strategy, totalling seven 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. 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 each of the 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.

***Alternatives for Consideration – See Page 5***

## FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

**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(b), staff will report back to the appropriate standing committee on suitable implementation measures (including cost and resource implications) associated with the Neighbourhood Action Plan included as Appendix A to report CM12013(b).

**Staffing:** A key objective of the Neighbourhood Development 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 the

Neighbourhood Action Plan implementation, as part of Recommendation (d) to Report CM12013(b), 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:** n/a

**HISTORICAL BACKGROUND** (Chronology of events)

Table 1 highlights the chronology of events from the establishment of the Neighbourhood Development Strategy Office to the presentation of the South Sherman Neighbourhood Action Plan today, which is attached as Appendix A to Report CM12013(b).

**Table 1 – Neighbourhood Development Strategy Timeline**

Date	Report	City Milestone
Sept. 2010	Staff Report CM09021a/CS10091	Creation of the Neighbourhood Initiative with a focus on a) improving “Code Red” neighbourhoods; and b) better integration and focus between the City and community actions at a neighbourhood level.
May 2011	Staff Report CM11007	Approval of the components of the Neighbourhood Development Strategy
July 2011	Info Update	Identified the neighbourhood selection criteria and initial neighbourhoods. Neighbourhoods selected for 2011/12 included Keith (Ward 3), Stinson (Ward 2) and the Stadium “precinct” (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).
Feb. 2012	Info Report CM11007(b)	Details provided in regards to progress made to date, overall Neighbourhood Development Strategy deliverables, governance structure, research and evaluation plan and costs.
June 2012	Info Update	Year one progress update highlighting quick-wins and next steps.
Sept. 2012	Staff Report CM12013	Endorsement of the Neighbourhood Action Plans for Keith, Stinson, Beasley and McQuesten.
Jan. 2013	Staff Report CM12013(a)	Endorsement of the Neighbourhood Action Plans for Riverdale and Davis Creek (formerly known as Quigley Road).

Feb. 2013	Staff Report CM13001	Neighbourhood Development Strategy Initiative – Hamilton Home Renovation Partnership Project
March 2013	Staff Report CM12013(b)	Presentation of the Neighbourhood Action Plan for South Sherman.

#### **POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS**

n/a

#### **RELEVANT CONSULTATION**

It is estimated that to date, approximately 440 South Sherman residents, business owners and service providers, have been engaged throughout this process. The process, which consisted of utilizing a number of different strategies to maximize engagement, included two asset mapping days, a visioning day, a door to door survey, a community dinner and the monthly neighbourhood planning team meetings.

External partners include the Hamilton Community Foundation, Dr. Jim Dunn - McMaster University, Dr. Sarah Wakefield – University of Toronto, the Social Planning and Research Council (SPRC), Wesley Urban Ministries, and the Hamilton Centre for Civic Inclusion.

From a staff perspective, the development of this Plan has involved staff representing all six City Departments as well as two Boards and Agencies, through the establishment of a City of Hamilton cross-departmental team. Senior Management Team (SMT) has also been appraised of progress throughout the process, with unwavering support for the initiative.

Wherever possible efforts from the community, external partners and City staff are co-ordinated and opportunities leveraged.

#### **ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

All Hamilton neighbourhoods have tremendous assets and 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 Development Strategy has actively engaged neighbourhoods in Hamilton to develop resident-led, asset-based Neighbourhood Action Plans. The Neighbourhood Action Plan for South Sherman is attached as Appendix A to report CM12013(b). The actions documented in this plan reflect the issues that are most relevant and pressing to the residents that live the South Sherman neighbourhood. In each of the neighbourhoods that have developed a plan, an existing neighbourhood association or neighbourhood planning group had been functioning for some time. The planning process began with the existing group expressing a desire to participate in this process, the planning team and community engagement strategy were built upon this foundation.

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 Development 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 quality of housing, need for community space, neighbourhood safety and beautification, increasing social capital and community connectedness, food and education.

#### **ALTERNATIVES FOR CONSIDERATION**

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

The Neighbourhood Action Plan attached as Appendix A to report CM12013(b) has been developed by the residents and key stakeholders in the neighbourhood that the plan represents. Through Recommendation (a) to Report CM12013(b), Council is asked to endorse the plan thereby supporting the work of the residents and the Neighbourhood Development Strategy process, originally approved as part of Reports CM09021a/CS10091, CM11007 and CM11007(b) and would be consistent with the endorsement of the NAP's for Keith, Stinson, McQuesten, Beasley, Riverdale and Davis Creek Neighbourhoods that occurred as part of reports CM12013 and CM12013(a).

Recommendation (d) to Report CM12013(b) asks *“that staff be directed to report back to the appropriate standing committee on suitable implementation measures (including cost and resource implications) to support the implementation of the Neighbourhood Action Plans attached as Appendix A to report CM12013(b)”*. It is through the process outlined as part of Recommendation (d) that Council will have the opportunity to

approve or modify recommended implementation measures that would be ultimately be funded through City dollars.

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

**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.

**Strategic Action**

- (i) *Complete the development of Neighbourhood Action Plans in selected priority neighbourhoods and complete a funding strategy to guide how the City of Hamilton will support the implementation of Neighbourhood Action Plans.*

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

**APPENDICES / SCHEDULES**

Appendix A – South Sherman Neighbourhood Action Plan

LZ/lz

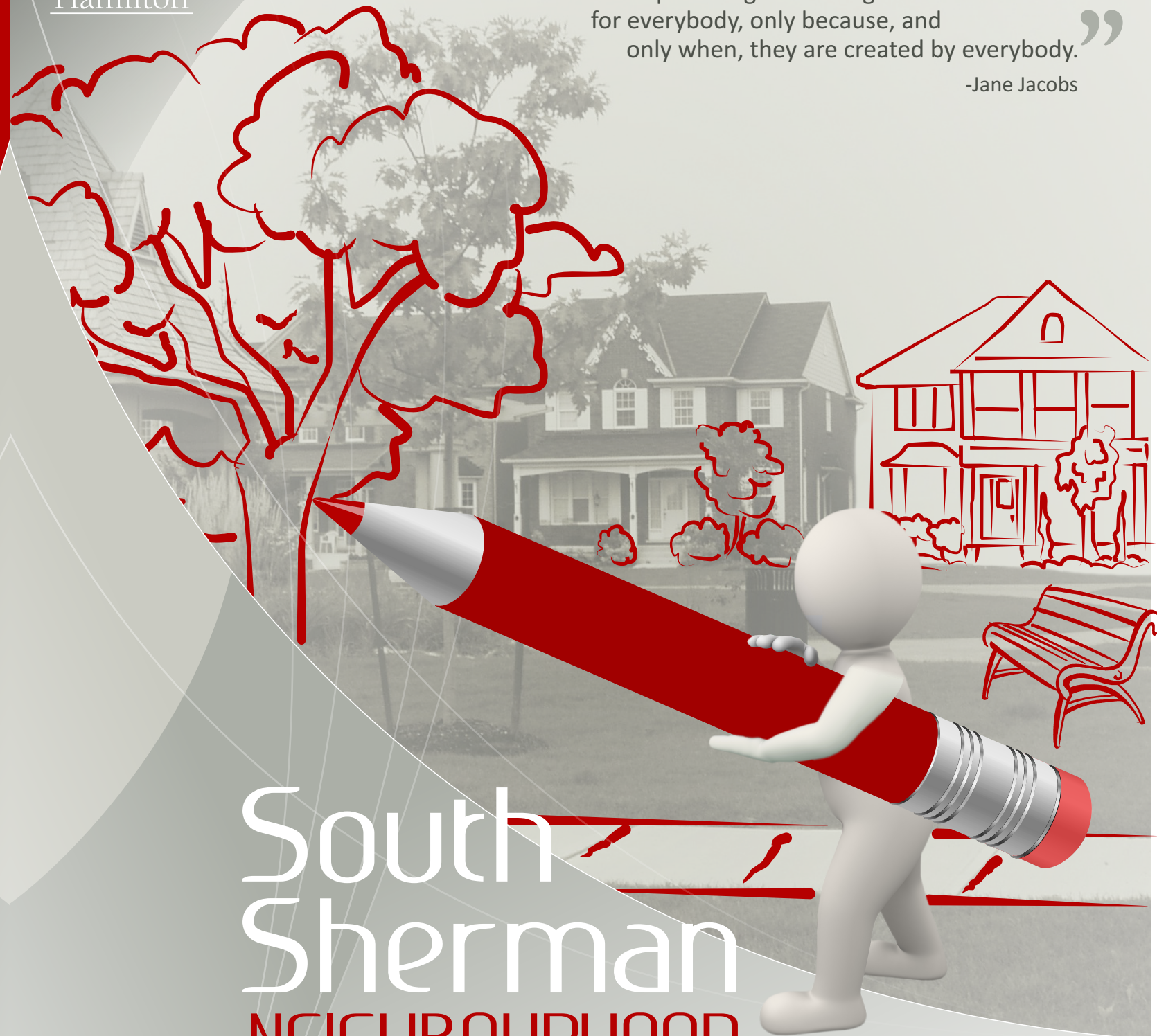
Attach. (1)



Hamilton

“ Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody. ”

-Jane Jacobs



# South Sherman

NEIGHBOURHOOD  
ACTION PLAN



Hamilton

Produced by the Neighbourhood Development Office  
Layout and Graphics by Cartographic & Graphic Services  
City of Hamilton  
September 2012



We, the South Sherman Community Planning Team, developed this plan in 2011-2012. We were supported in the planning and implementation process by our Community Development Worker and the hard work and dedication of several members of our team.

We engaged the South Sherman Neighbourhood throughout this planning process in the following ways:

- An asset mapping day held in March of this year.
- A Visioning Day held in March of last year
- A survey completed by over 300 neighbours in Jan & Feb of this year
- A community BBQ in June of this year where over 250 neighbours participated in setting our priorities
- 7 Monthly South Sherman Community Planning Team meetings averaging 25-30 neighbours and service providers
- 4 Neighbourhood Action Planning sub committee meetings over the last two months to organize the work plan and identify resident leaders for each action.
- A community meeting where resident and service provider partners were invited to review the priorities and our service provider partners were invited to identify areas where they felt their assets could be used to advance the plan.
- The South Sherman Community Planning team invited our service provider partners to submit "Letters of Interest" to address a priority action that would begin over the next 18 months.
- SSCPT reviewed the "L of I" and provided endorsement to selected applicants to submit funding proposals to the Hamilton Community Foundation.
- Accepted "endorsed applicants" grant proposals and submitted them to HCF for consideration for funding.
- Continue to engage and invite the assets of our neighbourhood to assist us in our journey to make South Sherman a better place to live, work and raise our families.

This plan is more than words on paper; it is intended to drive clear and feasible actions by the Community Planning Team. It is intended that this plan will 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.





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**Welcome to the South Sherman Neighbourhood**

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History of the Neighbourhood

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Neighbourhood Profile



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**The Planning Process**

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Our Journey to "The Plan"

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Terms of Reference

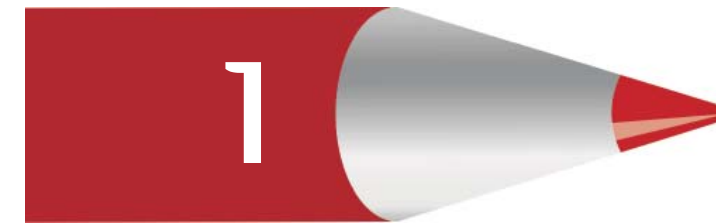


**14**  
**The Workplan**



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**References**





## Welcome to the South Sherman Neighbourhood!

### History of the Neighbourhood

The South Sherman community is bounded by two outstanding features of our beautiful city. To the south we have the escarpment, Hamilton's portion of the Bruce Trail with its dramatic rise in elevation and an abundance of trees and natural beauty. To the north we have another characteristic that is inseparable from any description of Hamilton and that is the industrial heartland epitomized by the CN tracks that run just north of Barton Street. Sanford Avenue, both north and south to the west, and Gage Avenue, north and south to the east, complete the boundaries of this varied and changing neighbourhood.

The housing stock of this neighbourhood is as varied as the residents themselves. At the south end there are large and at one time luxurious estates that once housed some of Hamilton's leaders of industry who invested in the city and contributed to making it a manufacturing powerhouse. To the north there are the smaller habitats of the workers whose blood, sweat and tears fed the very industries their neighbours to the south established and owned.

The changing economic reality of Hamilton has contributed to the changing face of South Sherman. Many of the south end homes have been divided into duplexes and triplexes, with renters now vastly outnumbering owners. The smaller more affordable homes in the central and northern portions of the neighbourhood are still occupied by families who typically work hard at one or sometimes two jobs while still keeping just one step ahead. Many of the shops that exist along the three or four major roads that sub divide the neighbourhood struggle to make ends meet.



South Sherman Community BBQ



Residents of this neighbourhood are often referred to as “salt of the earth” or “blue collar” Hamiltonians. This was never more evident than the time when (*with the support of a group of churches at the time known as the “East Hamilton Five”*) residents came together and approached the Hamilton Community Foundation about establishing a “hub” in their neighbourhood. They were quickly put in touch with a community development worker from Wesley Urban Ministries who assisted the original group in understanding and adopting an “asset based” model of community development and the establishment of a “local planning team” made up of residents, service providers, places of worship and institutions who were committed to working together to make their neighbourhood a healthy and safe place to live, work, play and raise a family. Resident leadership was recruited, their capacity developed and together they are working to build on the strengths that exist within their neighbourhood to address some of the challenges that lay ahead. As the site of the revitalized stadium that will be the focal point for the upcoming Pan Am games, the South Sherman LPT and the community as a whole are well positioned to take advantage of the opportunities ahead.

(Health in the Hubs Phase One: Neighbours & Nurses Working Together)



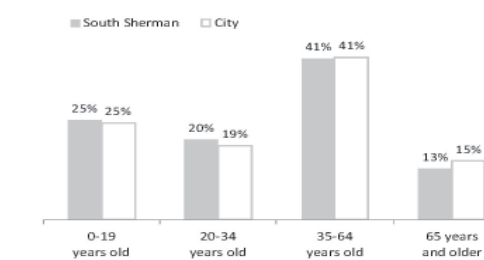
## Neighbourhood Profile

The Social Planning and Research Council of Hamilton developed statistical profiles for all the neighbourhoods in the Neighbourhood Action Strategy. You can find the complete document on the SPRC website at <http://www.sprc.hamilton.on.ca/Reports.php>. The following pages have been taken from the report.

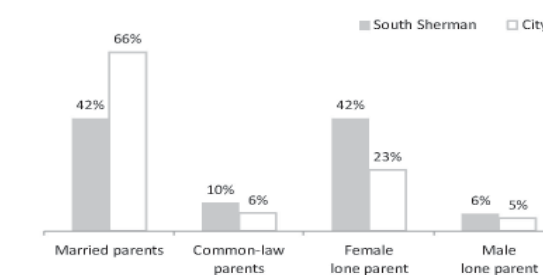
### NEIGHBOURHOOD PROFILE SOUTH SHERMAN

#### POPULATION CHARACTERISTICS

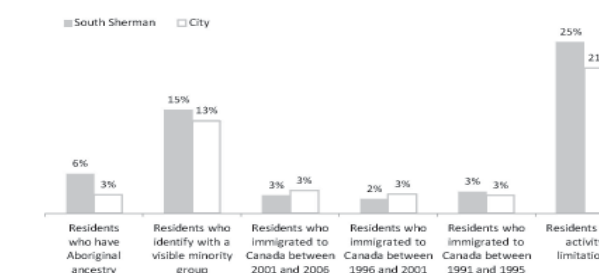
##### AGE GROUPS



##### FAMILIES WITH CHILDREN UNDER 18



##### POPULATION GROUPS



#### KEY FINDINGS

The distribution of age groups in South Sherman is similar to the city as a whole.

There are slightly more young adults and slightly fewer seniors per capita in South Sherman than in Hamilton.

There are equal proportions of families with children led by married parents as are led by female lone parents neighbourhood (42%).

The proportion of residents with Aboriginal ancestry is double the city's rate (6% vs. 3%).

The proportions of residents who identify with a visible minority group and immigrants in South Sherman are very similar to the city.

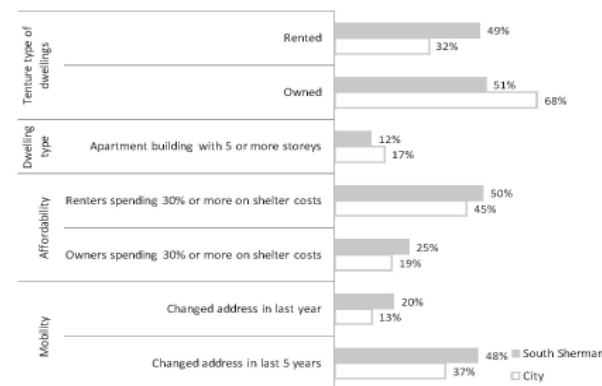
There is a larger proportion of persons with activity limitations in South Sherman than in the city (24% vs. 21%).



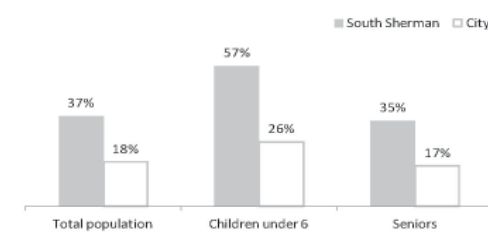
## NEIGHBOURHOOD PROFILE SOUTH SHERMAN

### INCOME AND HOUSING

#### HOUSING AND MOBILITY



#### POVERTY RATES



### KEY FINDINGS

The majority of South Sherman residents are homeowners (51%), but this a smaller proportion than in the city overall (68%).

Almost half of South Sherman residents are renters (49%).

Half of renters in South Sherman live in unaffordable housing and spend 30% or more of their income on shelter costs.

One in four homeowners live in unaffordable housing and spend 30% or more of their income on shelter costs.

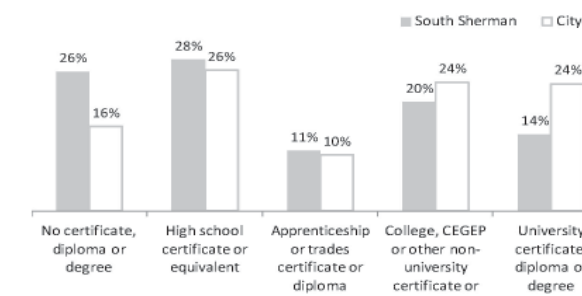
South Sherman residents are more mobile than the average for the city, as residents are more likely to move both in a one year or five year period.

Poverty rates in South Sherman are more than double the rates for the city. Almost six in ten children under age 6 and more than one third seniors in South Sherman live on incomes below the poverty line.

## NEIGHBOURHOOD PROFILE SOUTH SHERMAN

### EDUCATION

#### HIGHEST EDUCATION COMPLETED, PERSONS AGED 25-64



### KEY FINDINGS

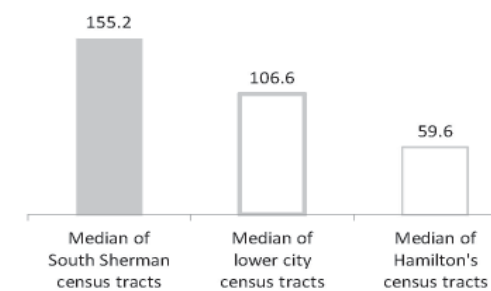
Among persons aged 25-64, more than one in four South Sherman residents (26%) do not have a certificate, diploma or degree, which is higher than for the city as a whole (16%).

Over one quarter of the population (28%) has a high school certificate or equivalent, virtually the same rate as the city (26%).

There are fewer residents with university education (14%) compared to the city's residents (24%).

There is more than twice the proportion of students who don't complete high school in South Sherman compared to the city as a whole.

#### HIGH SCHOOL NON-COMPLETION RATE PER 1,000 STUDENTS

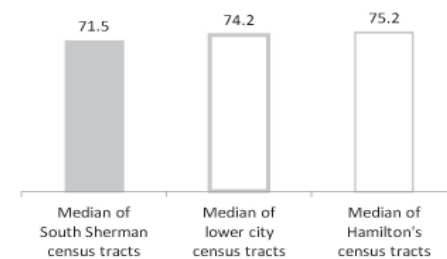




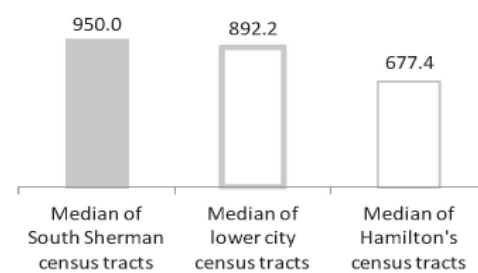
NEIGHBOURHOOD PROFILE SOUTH SHERMAN

HEALTH

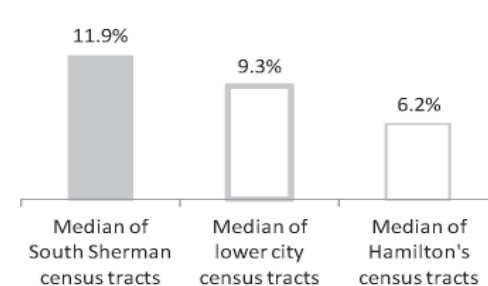
AVERAGE AGE OF DEATH



EMERGENCY ROOM VISITS PER 1,000 RESIDENTS PER YEAR



PERCENTAGE OF ER VISITORS REPORTING NO FAMILY DOCTOR



KEY FINDINGS

The average age of death in South Sherman is 71.5 years, which is 3.7 years younger than for the city overall and 2.7 years younger than for the lower city.

The rate of emergency room visits is slightly higher in South Sherman than in Hamilton. On average, there are more than 270 additional visits to the emergency room for every 1,000 residents per year in South Sherman than the city as a whole.

Compared to the city overall, almost twice as many South Sherman residents who have visited the emergency room do not have a family doctor.

2

The Planning Process

The South Sherman Community Planning Team has been together for the past 4 years. We are a resident led group of neighbours, service providers, places of worship, businesses and institutions that come together on a monthly basis to recognize and build on the assets of the South Sherman neighbourhood and use these assets to address the challenges that most effect us as neighbours. Over these four years we had utilized a number of strategies to identify the assets and wonder what our neighbourhood might look like if we were able to make the changes that we felt were most important. The asset mapping days were held in 2010 and 2012 with the Visioning Day taking place in the spring of 2011. In the winter of 2011 one of our planning team partners the McMaster School of Nursing also conducted a survey of over 300 homes in the neighbourhood to explore what our neighbours felt were the most important factors that affected their health. So here we sat with a lot of information gathered from a growingly engaged and informed community and we were looking for a way to parlay that information into actions.

As our information gathering process was reaching it's completion we were invited by The Hamilton Community Foundation our long time supporter to join with 9 other identified neighbourhoods and the newly created City of Hamilton Neighbourhood Development Office to work together and develop a 5 year Action Plan with our community. The timing couldn't have been better. We were sitting on a gold mine of knowledge about our neighbourhood, we had a community development process well under way that was focusing on the assets of our neighbourhood and now we were being offered assistance in using all of this to build a 5 year plan. The perfect storm of engaged residents, committed service providers and the technical support to pull all of this together and construct a plan created and owned by the neighbours.

## Our Journey to “The Plan”

- Our first task was to find a way of pulling all of the information we had gathered together and use it to inform our planning. With the assistance of a research assistant from the University of Toronto we were able to pull together a number of commonly identified issues from the Asset Mapping, School of Nursing survey and Visioning Days. This was brought back to the Planning Team for validation. **April 2012**
- Once validated a sub committee was struck to identify Goals, Objectives and Actions to address the issues identified and again review them with the Planning Team. At this point the Hamilton Community Foundation issued a invitation for interested parties to work with local planning teams and submit community endorsed proposals for funding to address the prioritized needs of the local plans. **May 2012**
- These Goal, Objectives and Actions were then brought to a community event attended by over 250 neighbours who were invited to identify their priorities and to add additional items if what they saw did not reflect their perspective. **May 2012**
- The time between the community BBQ where the priorities were identified and the June meeting did not allow enough time for the info to be fully compiled and so while preliminary results were available it wasn't until the July meeting that neighbours and service provider partners were invited to begin thinking about where they might be willing and able to contribute. **July 2012**
- At the end of July a special meeting of neighbours and service providers was held to review the prioritized plan and all were invited to identify where they or their agency might be willing to commit their assets to assist in the implementation of an Action that would be beginning in the next 18 months. **July 2012**

- The SSCPT recognized the “Action Plan” as representative of the South Sherman neighbourhood and invited those interested in responding to an identified, prioritized action to submit a Letter of Interest to the Planning Team for endorsement to submit a proposal to the Hamilton Community Foundation’s “Tackling Poverty Together” funding call. A sub committee of the SSCPT made up of the executive reviewed the “Letters of Interest” and after careful consideration invited those whose proposals met the Action Plans identified priorities for the next 18 months to submit a full proposal to HCF. **Aug. 2012**
- A package of proposals on behalf of the South Sherman Community Planning Team was submitted to HCF. **Sept. 2012**
- “The Plan” and some of the neighbours and service providers involved in it’s development and implementation will be in attendance at the City of Hamilton General Issues Committee meeting to display their plan and attempt to answer any questions people may have about the plan.

## Terms of Reference

### South Sherman Action Planning

#### The Plan Team

Those involved in providing input into this plan should not be confused with the South Sherman Community Planning Team. Although the SSCPT were heavily involved in the process they were not the exclusive contributors to this plan. A concerted effort was made to invite input from the broad community. As mentioned earlier over 300 households were visited across the neighbourhood for input, an additional 250 to 300 voices were invited to provide input at our community BBQ. Several of those who took an active role in the review of and prioritization of the plan have not been among the group who support the overall vision of the planning team. Having said this, the commitment of the SSCPT to create and own this plan can not be over stated. From the leadership provided by our Chair and other members of the executive to the individual team members who devoted countless hours making sure that the voice of South Sherman was not only represented but was this plan. Does everyone in the neighbourhood agree with the priorities of this plan? Probably not, but what can not be disputed is our effort to engage as many voices and possible and what you see is the majority opinions of those voices.

#### “The Plans” Future

It should be clear that this plan is the identification of a journey this community will be taking over the next five years. Like any journey there may be some detours or change of direction along the way. We will be reviewing “The Plan” on an annual basis at our SSCPT meetings and will make the course enhancements necessary to assist us in reaching our desired destination, South Sherman as the best place to live, work and raise our families.

#### Mission:

Using an asset-based community development model, the local planning team forges relationships and works to engage residents, businesses, service providers, places of worship, institutions and governments in working together to decrease barriers and increase opportunities that enhance the quality of life for people living and working in the South Sherman neighbourhood.

#### Values:

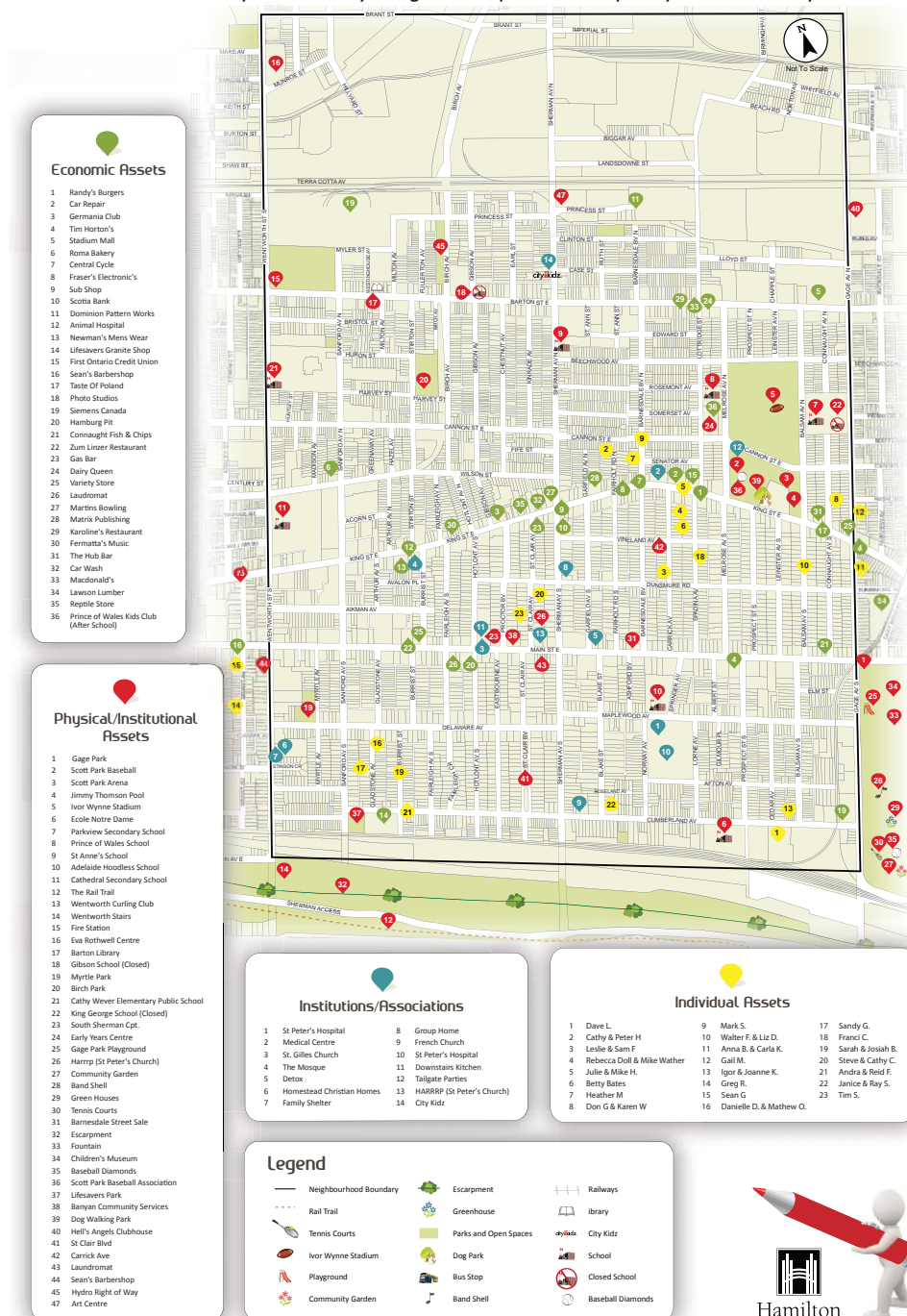
Respect, Inclusiveness, Stewardship, Caring, Community Strengths, Fun

## Asset Map

# South Sherman Neighbourhood

What is a community asset?

A community asset is *anything* that improves the quality of community life.



Vision Statement

# South Sherman Neighbourhood Vision Statement

“ The South Sherman Neighbourhood is a great place to live, work and raise children. ”

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## The Workplan

### South Sherman Neighbourhood Action Plan

GOAL A: Create a Community Where Everyone Can Feel Safe	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 1: Provide Viable Opportunities For Youth and Expose Them to Positive Alternatives</b>												
Action A.1.1: Work with service provider partners to engage youth in developing a series of programs geared to the identified interests of youth in our neighbourhood <i>(Timeframe: Short-term 3)</i>	Cathi Moreau Sarah Merritt Duane Dahl	HARRRP B & G Club	X	X	X							
Action A.1.2: Create neighbour directed community spaces including a recreation/community centre <i>(Timeframe: Short-term 17)</i>	Cathi M. Sarah M. Rebecca Doll Duane D.	B & G Club										
Action A.1.3: Create and support programs that help youth succeed in school <i>(elementary, secondary and post)</i> <i>(Timeframe: Medium-term 3)</i>	Cathi M Sarah M Duane D	B & G Club										
Action A.1.4: Develop recreational programs and facilities across all of the South Sherman neighbourhood. <i>(Timeframe: Long-term 1)</i>	Cathi M Mathew Green Duane D	Freestyle Fitness B & G Club	X	X	X	X	X	X	X	X	X	X
Action A.1.5: Create additional recreation and drop in spaces <i>(Timeframe: Long-term 5)</i>	Cathi M Duane	B & G Club HARRRP										
Action A.1.6: Advocate for new playground spaces and enhance existing ones <i>(Timeframe: Long-term )</i>	Mathew G. Cathi M	Freestyle Fitness										
Action A.1.7: Help neighbours organize and problem solve around issues that concern them <i>(Timeframe: Long-term)</i>	Cathi M. Steve Calverley											

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15

ST – Short Term – up to 18 months to complete  
LT – Long Term – up to 5 years to complete

MT – Medium Term – up to 3 years to complete  
QW – Quick Wins



## South Sherman Neighbourhood Action Plan

GOAL A: Create a Community Where Everyone Can Feel Safe	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 2: Increase Resources to Ensure Safety</b>												
Action A.2.1: Develop an alley safety program ( <i>Timeframe: Short-term 18</i> )												
Action A.2.2: Increase involvement of residents, service providers, business and faith community with making our neighbourhood a better place to live, work and raise our children ( <i>Timeframe: Long-term 6</i> )	Sarah M Duane D											
Action A.2.3: Build on emerging Block Champion/Block Parent model of engaging neighbours ( <i>Timeframe: Long-term</i> )	Rebecca D. Kathy Calverley Duane											
Action A.2.4: Help neighbours organize and problem solve around issues that concern them ( <i>Timeframe: Long-term</i> )												
<b>Objective 3: Enhance Traffic Safety</b>												
Action A.3.1: Work with Police Services & By-Law enforcement to increase compliance with traffic laws ( <i>Timeframe: Medium-term 1</i> )	Steve C		X	X	X	X	X	X				
Action A.3.2: Advocate for reduced traffic speeds along key streets and the designation of school traffic zones ( <i>Timeframe: Medium-term 2</i> )	Steve C		X	X	X	X	X	X				

## South Sherman Neighbourhood Action Plan

GOAL B: Equal Access to Services Our Neighbours Need to Live a Healthy Life	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 1: Invite Additional Health and Well Being Services To Relocate Into Neighbourhood</b>												
Action B.1.1: Convene a meeting of as many stakeholders as possible to explore partnerships <i>(Timeframe: Short-term 19)</i>		HARRRP										
Action B.1.2: Identify and develop options to promote healthy eating & access to food for residents <i>(Timeframe: Long-term)</i>	Stacey Allen Cillis	Oliver's Garden										
Action B.1.3: Help neighbours organize and problem solve around issues that concern them <i>(Timeframe: Long-term)</i>	Steve C											
<b>Objective 2: Create More Social And Recreational Opportunities For Our Neighbours</b>												
Action B.2.1: Engage additional neighbours from across the neighbourhood <i>(Timeframe: Short-term 4)</i>	Steve C	HARRRP	X	X	X							
Action B.2.2: Identify and address barriers that may get in the way of neighbour participation in community events <i>(Timeframe: Short-term 5)</i>												
Action B.2.3: Support the continued production of the South Sherman News as a way of engaging residents and businesses in the neighbourhood activities <i>(Timeframe: Medium Term 2)</i>	Steve C		X	X	X	X	X	X				
Action B.2.4: Provide more opportunities for community building events such as community dinners, BBQ's and cultural celebrations <i>(Timeframe: Long-term 2)</i>	Duane D Sarah M		X	X	X	X	X	X	X	X	X	X
Action B.2.5: Help neighbours organize and problem solve around issues that concern them. <i>(Timeframe: Long-term)</i>	Steve C											

## South Sherman Neighbourhood Action Plan

GOAL C: Create A Clean, Safe And Comfortable Environment For People to Live, Work and Play in Our Neighbourhood		Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 1: Improve Neighbourhood Appearance</b>													
Action C.1.1: Organize clean ups of public and private spaces within the neighbourhood (Timeframe: Short-term 2)	Shauna Lemos Steve C Sarah M			X	X	X							
Action C.1.2: Identify opportunities for mural and public art opportunities throughout the neighbourhood. (Timeframe: Short-term 6)	Mathew G Shauna L												
Action C.1.3: Conduct an independent air quality assessment in the near future and on a regular schedule. (Timeframe: Short-term 7)													
Action C.1.4: Partner with City, Environment Hamilton and Green Venture to address identified air quality concerns (Timeframe: Short-term 8)													
Action C.1.5: Gain a better understanding of why the Minimum Air Quality limits were raised for our neighbourhood (Timeframe: Short-term 9)													
Action C.1.6: Promote a "Spirit of Respect" for ourselves, our neighbours and our neighbourhood (Timeframe: Long-term 4)	Steve C												
Action C.1.7: Help neighbours organize and problem solve around issues that concern them (Timeframe: Long-term)	Steve C												



## South Sherman Neighbourhood Action Plan

GOAL D: Advocate For All Neighbours to Have Access to Safe, Affordable and Dignified Housing	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 1: Support Property Repairs and Maintenance</b>												
Action D.1.1: Provide education sessions addressing the bed bug and rodent problems in our neighbourhood <i>(Timeframe: Short-term 1)</i>	Shauna L		X	X	X							
Action D.1.2: Support neighbours with the home repairs necessary for them to live safely <i>(Timeframe: Medium-term 1)</i>	Shauna L Sarah M		X	X	X	X	X	X				
Action D.1.3: Create a network of community gardens (veggie or flower) throughout the community. <i>(Timeframe: Long-term 3)</i>	Stacey A C	Green Venture HCGN Oliver's Garden										
Action D.1.4: Support residents and property owners, tenants with yard maintenance including sheds and fences <i>(Timeframe: Long-term 7)</i>												
Action D.1.5: Help neighbours organize and problem solve around issues that concern them <i>(Timeframe: Long-term)</i>	Steve C. Cathi M.											

## South Sherman Neighbourhood Action Plan

GOAL E: A Community That Supports a Livable Wage That Allows All to Live a Healthy Life	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 1: Increase Access to Living Wage Employment Opportunities</b>												
Action E.1.1: Identify and address the barriers that exist for neighbours finding and maintaining employment (Timeframe: Short-term 15)												
Action E.1.2: Market the neighbourhoods vacant and underused properties for redevelopment (Timeframe: Medium-term 5)												
Action E.1.3: Engage employment agencies to assist neighbours with identifying their employment skills and match them to existing employment opportunities (Timeframe: Medium-term 7)												
Action E.1.4: Promote the attraction and retention of small and medium sized businesses to the neighbourhood (Timeframe: Long-term)	Mathew G Rebecca D											
Action E.1.5: Help neighbours organize and problem solve around issues that concern them (Timeframe: Long-term)	Steve C											
<b>Objective 2: Promote Post Secondary, Continuing Ed and Training For Youth and Adults Within the Neighbourhood</b>												
Action E.2.1: Explore partnership with Pathways to Education to help neighbourhood kids succeed in school (Timeframe: Short-term)	Duane D	B & G Club										
Action E.2.2: Explore ways to build on individual assets and convert them to marketable skills / Micro businesses (Timeframe: Short-term)												
Action E.2.3: Help neighbours organize and problem solve (Timeframe: Long-term)	Steve C											

## South Sherman Neighbourhood Action Plan

GOAL E: A Community That Supports a Livable Wage That Allows All to Live a Healthy Life	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 3: Enhance Home Support and Income Generating Opportunities</b>												
Action E.3.1: Partner with agencies/ and public and private partnerships that will facilitate neighbour capacity building to provide long term sustained leadership ( <i>Timeframe: Short-term 16</i> )												
Action E.3.2: Explore ways to build on individual assets and convert them to marketable skills / Micro businesses ( <i>Timeframe: Short-term</i> )												
Action E.3.3: Help neighbours organize and problem solve ( <i>Timeframe: Long-term</i> )	Steve C											
<b>GOAL F: Build a Strong Community That is Engaged, Caring and Inclusive</b>												
<b>Objective 1: Strengthen and Broaden Relationships Among Neighbours Across All Lines</b>												
Action F.1.1: Host plan and support community events that give the community the chance to come together and build on their assets ( <i>Timeframe: Short-term 10</i> )	Cathy Hughes Duane D	Downstairs Kitchen HARRRP B & G Club										
Action F.1.2: Social events similar to "Community Kitchen", community BBQ's and informal social gatherings ( <i>Timeframe: Short-term 11</i> )	Cathy H Duane D	Downstairs Kitchen HARRRP B & G Club										
Action F.1.3: Encourage neighbour participation in Small Projects ( <i>Timeframe: Short-term 12</i> )	Dan Peace	HARRRP										
Action F.1.4: Develop a "Welcome Wagon" for newcomers to the neighbourhood ( <i>Timeframe: Long-term 8</i> )	Mathew G	HARRRP										

## South Sherman Neighbourhood Action Plan

GOAL F: Build a Strong Community That is Engaged, Caring and Inclusive	Planning Team Rep	Potential Primary Organization	Oct-Dec 2012	Jan-Jun 2013	July-Dec 2013	Jan-June 2014	July-Dec 2014	Jan-June 2015	July-Dec 2015	Jan-June 2016	July-Dec 2016	2017
<b>Objective 1: Strengthen and Broaden Relationships Among Neighbours Across All Lines</b>												
Action F.1.5: Expand “Block Champion” engagement ( <i>Timeframe: Long-term</i> )	Kathy C Rebecca D Duane D	HARRRP										
Action F.1.6: Help neighbours organize and problem solve ( <i>Timeframe: Long-term</i> )	Steve C	HARRRP HCCI										
<b>Objective 2: Promote Better Communication Across SS Neighbourhood</b>												
Action F.2.1: Continue to develop “Block Champion” model of neighbour engagement ( <i>Timeframe: Long-term</i> )	Rebecca D Duane D	HARRRP										
<b>Objective 3: Engage More Neighbours in Meaningful Roles Within the Community</b>												
Action F.3.1: Utilize community events to recruit and engage neighbours to help build a strong connected community ( <i>Timeframe: Short-term 13</i> )	Cathy H	HARRRP										
Action F.3.2: Promote and support small “co-op” groups coming together to share resources ( <i>Timeframe: Short-term 14</i> )		HARRRP										
Action F.3.3: Help neighbours organize and problem solve ( <i>Timeframe: Long-term</i> )	Steve C	HARRRP										



## References

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