

# NORTH Central

# 2017

Prepared by Prairie Wild  
Consulting Co.

## Community Action Plan



Images courtesy of  
North Central Community Association Regina  
and Prairie Wild Consulting Co.

## Acknowledgements

The North Central Community Association would like to take this opportunity to thank everyone who participated in the development of this Community Action Plan. Your input and efforts have provided a strong voice of the community moving forward.

We would like to thank the following:

- Executive Director, Michael Parker;
- North Central Community Association Board of Directors and Staff;
- Community members and stakeholders who participated in the engagement sessions and surveys; and,
- Our consultants, Prairie Wild Consulting Co.

Together our voice can be heard.

Sincerely,

North Central Community Association

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## Definitions and Acronyms

### Acronyms

11UI	11 and Under Initiative	ORT	Office of Residential Tenancies
211	211 Saskatchewan	P-Gov't	Provincial Government
AFCs	Aboriginal Friendship Centres of Saskatchewan	PPS	Project for Public Spaces
Assoc.	Association	PWC	Prairie Wild Consulting
BBB	Better Business Bureau of Saskatchewan	RAMP	Regina Alternative Measures Program
BPAI	Buffalo Peoples Arts Institute	RBE	Regina Board of Education
CAP	Community Action Plan	RCMP	Royal Canadian Mounted Police
C-Assoc	Community Association(s)	RCS	Regina Catholic Schools
CBO	Community-Based Organization(s)	Rec	Recreation
CHS	Comprehensive Housing Strategy	REACH	Regina Education and Action on Child Hunger
CMHC	Canada Mortgage and Housing Corporation	RFPS	Regina Fire and Protection Services
CNR	Canadian National Railway	RHP	Regina Housing Partnership
COR	City of Regina	RMC	Regina Multicultural Council
CPR	Canadian Pacific Railway	RODS	Regina Open Door Society
CPTED	Crime Prevention Through Environmental Design	RPAC	Regina Performing Arts Centre
CRU	Community Research Unit	RPIRG	Regina Public Interest Research Group
CWCA	Common Weal Community Arts	RPL	Regina Public Library
EDR	Economic Development Regina	RPS	Regina Police Service
EDS	Economic Development Strategy	RQHR	Regina Qu'Appelle Health Region
Employ. Centre(s)	Employment Centres	RRI	Regina Revitalization Initiative
FBO	Faith-Based Organization(s)	RRR	Regina Railway Renewal
FHQTC	File Hills Qu'Appelle Tribal Council	RSTC	Regina Skills and Trades Centre
F-Gov't	Federal Government	RTSIS	Regina Treaty/Status Indian Services
FN&M	First Nations and Métis Orders of Government	SAA	Saskatchewan Arts Alliance
FNU	First Nations University	SACYW	Saskatchewan Association of Child and Youth Workers
FSIN	Federation of Sovereign Indigenous Nations	SK/Sask	Saskatchewan
GDI	Gabriel Dumont Institute	SEARCH	Student Energy in Action for Regina Community Health
HBA	Home Builders Association	SHC	Saskatchewan Housing Corporation
LAP	Local Area Plan	SK Riders	Saskatchewan Roughriders
LQC	Lighter, Quicker, Cheaper	SPRA	Saskatchewan Parks and Recreation Association
MAS	Museums Association of Saskatchewan	sq. km	Square Kilometers
MCS	Multicultural Council of Saskatchewan	TMP	Transportation Master Plan
NC	North Central	TRC	Truth and Reconciliation Commission
NCCA	North Central Community Association	UofR	University of Regina
NCFC	North Central Family Centre	VSSN	Voluntary Sector Studies Network
NCNP	North Central Neighbourhood Plan	WPL	White Pony Lodge
NH&LC	Neighbourhood Houses and Learning Centres	WWI	World War I
NHC	Namerind Housing Corporation	WWII	World War II
NWMP	North West Mounted Police	ZB	Zoning Bylaw
NWT	North West Territories	... Ehrlo ...	Ranch Ehrlo Society
OCP	Official Community Plan		
OCR	Optimist Club of Regina		



## Definitions

Accessibility	A general term used to describe the degree to which an activity, service, or physical environment is available to as many people as possible, regardless of their physical abilities or socio-economic background. Improving accessibility involves removing economic, physical, cultural, and transportation barriers to participation in programs, projects and facilities.
Community Garden	A single piece of land gardened collectively by a group of people for fruits, vegetables, or flowers.
Culture	The whole complex of distinctive spiritual, material, intellectual and emotional features that characterizes a society or social group. It includes creative expression (e.g. oral history, language, artistic disciplines and crafts), community practices (e.g. traditional healing methods, traditional natural resource management, celebrations and patterns of social interaction that contribute to group and individual welfare and identity), and material or built forms such as sites, buildings, historic city centres, landscapes, art, and objects.
Cultural Development	The policy, planning and capacity-building support for conserving and developing cultural resources to the benefit of community (social, cultural, environmental, and economic).
Cultural Heritage	The intangible practices, expressions, knowledge, and skills of a community or an individual in addition to associated material instruments, public art, artifacts, objects, historic places and cultural spaces.
Cultural Resources	Any cultural activity or asset that contributes to culture, which includes cultural occupations (e.g. artist, graphic designers, cultural managers), cultural enterprises (e.g. museums, libraries, galleries), festivals and events (e.g. fairs, street festivals, music festivals), natural heritage (e.g. community gardens, significant parks), intangible cultural heritage (e.g. customs, traditions, ceremonies), cultural heritage (e.g. public art, plaques and monuments, built heritage properties), cultural spaces and facilities (e.g. cinemas, religious institutions, urban spaces) and community cultural organizations (e.g. arts groups, heritage groups).
Inclusive/ inclusion	A description of the community where all people have access to high-quality community necessities and amenities; the same opportunities, regardless of any difference to take part in all aspects of community life; and, have a sense of belonging and respect in the community.
Interagency	The collaborative process of agencies joining together with the purpose of interdependent problem solving that focuses on improving services and programs.
Quality of Life	An individual's perception of his/her life in the context of the culture and value systems in which he/she lives and in relation to his/her goals, expectations, standards and concerns. Quality of life may be enhanced by a vibrant local economy, protecting and enhancing natural and built environments, opportunities for the attainment of personal goals, promotion of fair and equitable sharing of common resources, thereby enabling residents to meet basic needs and supporting rich social interactions.
Sense of Place	A strong identity and character felt by people in a location, often comprised of a mix of natural and cultural features that generally include, and are dependent on, the people who occupy and engage the place.

## List of Figures and Tables

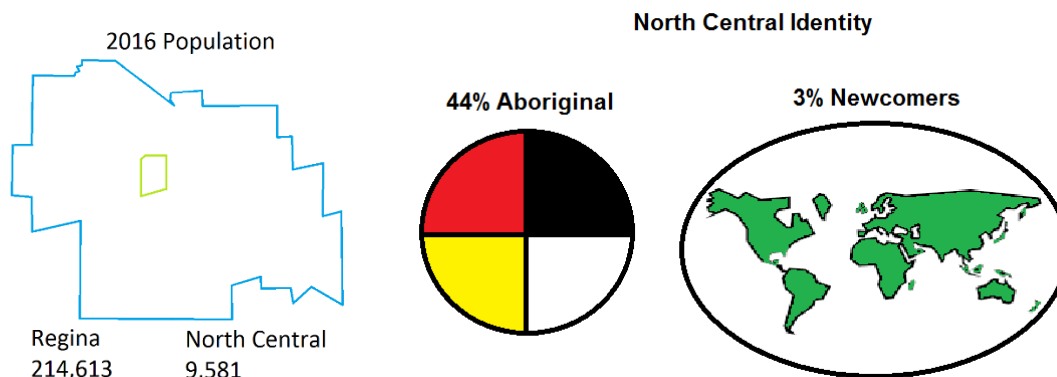
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## Summary of Community Voice and Key Recommendations

North Central is a strong and vibrant community. This Community Action Plan reflects the voices shared throughout the community planning process.

The findings of the data collection included a statistical background of North Central in the context of Regina, a history of the area, and research of related planning initiatives.

In 2016, there were 9,581 people living in North Central, and 214,613 people living in Regina, which means that 22% of Regina's population lives in North Central. Of those that live in North Central, 44% are an Aboriginal, and 3% are newcomers.



Public consultation methods were used to engage community members. They included:

- Intercept surveys;
- Online surveys;
- Hard copy surveys;
- Youth engagement;
- Community-wide meeting;
- Interagency meeting;
- Project Planning Committee; and,
- Targeted meetings.

Findings included:



### Values

Community  
People  
Events  
Programs and Services  
Family  
Close to Downtown



### Challenges

Gangs  
Addictions  
Poverty  
Parking  
Unsafe Housing  
Negative Attitudes



### Great Place

Poor – Comfort of Places to Sit  
Fair – Cleanliness/Maintenance  
Average – Frequency of Community Events  
Good – Frequency of Community Events  
Excellent - Frequency of Community Events



### Quick Win Improvements

- Increase community pride through yard maintenance and home repairs;
- Enhance and develop more recreational amenities;
- Have age-specific programming for all ages;
- Increase lighting;
- Repair and maintain roads; and,
- Clean up the garbage in yards and alleys, and provide additional garbage



### Essentials for Success

- Increase safety and decrease crime;
- Address housing issues;
- Increase community pride through events;
- Economic opportunity; and,
- Community involvement and ownership.

bins and pick up time.

In conclusion, there were eight priority action areas to focus on. The included:



Housing



Crime and  
Safety



Play Space  
(Recreation &  
Green Space)



Community  
Pride



Partnerships



Services and  
Programs



Economic  
Opportunity



Groundwork  
(Infrastructure)

Overarching recommendations in each of the priority action areas includes:

- **Housing:**
  - Identify the challenges;
  - Provide affordable and attainable rental and ownership properties;
  - Look at different housing models for different needs;
  - Ensure homes are safe; and,
  - Explore an advocacy board for renters; and,
  - Provide education on home maintenance to homeowners, renters, and property owners.
- **Crime and Safety:**
  - Improve overall safety in the area;
  - Increase lighting in streets, parks, alleys, and more;
  - Utilize the community watch program;
  - Provide education on drugs and alcohol;
  - Ensure events are drug and alcohol free; and,
  - Develop a Regina anti-gang strategy.
- **Play Space:**
  - Keep recreational facilities clean and safe;
  - Make sure facilities and parks are accessible for wheelchairs and strollers;
  - Provide events, gatherings, and recreational programming throughout the year;
  - Ensure that there are many safe places for people to sit;
  - Direct community members to an inventory of all programs and services in the area;
  - Provide programming for all age groups; and,
  - Engage community members and stakeholders on programming in the area.
- **Community Pride:**
  - Promote community events;
  - Ensure the community is safe;
  - Enhance the visual appeal of the community; and,
  - Celebrate all cultures.
- **Partnerships:**
  - Collaborate with existing and new partners;
  - Work towards the discrimination of racism and discrimination;
  - Share North Central's success stories;
  - Make a database for organizations and agencies; and,
  - Celebrate volunteerism.
- **Services and Programs:**
  - Support NCCA partners;
  - Bring another daycare to North Central;
  - Bring a detox centre to the community;
  - Ensure schools are safe places for everyone;
  - Create youth friendly activities;
  - Be a welcoming community for all cultures and generations; and,
  - Provide healthy food options in the community.
- **Economic Opportunity:**
  - Bring in more businesses to the area;
  - Promote Indigenous-run business';
  - Provide opportunities for training and work experience for youth;
  - Start with small markets and events to draw in people; and,
  - Upgrade store fronts.
- **Groundwork:**
  - More lighting;
  - Better signage;
  - Fix roads and sidewalks;
  - Improve public transit;
  - Have trails connect to other parts of the city; and,
  - Develop bike lanes.



## I. Welcome to North Central

As one of the oldest neighbourhoods in Regina, North Central is a vibrant community where the past meets the present. There are a mix of generations, cultures, and tastes in the community and it shows. Located in the heart of Regina, community members are caring and committed to each other. Servicing the whole of the City, North Central is home to many community-based organizations, small family businesses, large corporate enterprises, and public services. Diversity in North Central is celebrated through honouring the past, commending the present successes, and working together for a brighter future.

### I.1 Purpose of This Community Action Plan

The Community of North Central and the North Central Community Association (NCCA) have undergone extensive community engagement to develop an action plan. The goals of this community planning process include:

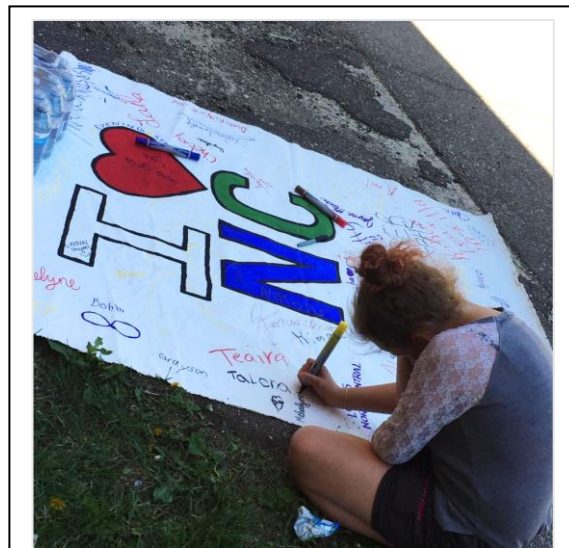
- Building on existing and current initiatives in North Central and the City of Regina;
- Engaging community members and stakeholders and documenting the community voice;
- Encouraging and promoting a proactive, results-oriented approach that balances short-term pressures with long-term planning while ensuring the flexibility to adapt to change; and,
- Ensuring the plan maximizes organizational capacity to new ideas, thinking, a team decision-making approach, accountability, and evaluation.

The purpose of this plan is to document the voice of the community, identify common goals, develop and prioritize action areas.

### I.2 Why This Type of Plan?

This type of community plan – a Community Action Plan (CAP) – focuses on actionable items for a neighbourhood or community, in this case, the neighbourhood of North Central. The North Central Community Association (NCCA) organized the planning process to help provide further engagement of the community. Through this CAP process, the neighbourhood is able to focus on priority areas to help generate funding, support, and strategies to implement a shared community vision. The CAP consists of steps to meet objectives that were identified through extensive community engagement, *turning dreams into reality*.<sup>1</sup> NCCA and community members are able to use this CAP to attract developers, increase economic opportunities, and develop a stronger relationship with the neighbouring communities, the City of Regina, and its Council.

Traditionally, community-based plans or Local Area Plans (LAP) are comprehensive plans that focus on a smaller neighbourhood scale. LAP's provide a community with policies that guide future growth through engaging with residents, business owners, property owners, community groups, community organizations and service providers, and other stakeholders.<sup>2</sup> Municipalities enforce policies that reflect the future vision of the neighbourhood, giving the plan legislative authority. The CAP takes community-based (grassroots) approach as it is not driven by legislative or regulatory planning frameworks as most municipal or provincial driven planning processes are required to do. The CAP



North Central 40<sup>th</sup>  
Anniversary Celebration

[www.facebook.com/pgNCCA.Regina/photos](http://www.facebook.com/pgNCCA.Regina/photos)

<sup>1</sup> <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/develop-action-plans/main>

<sup>2</sup> [www.saskatoon.ca/business-development/planning/neighbourhood-planning/local-area-planning](http://www.saskatoon.ca/business-development/planning/neighbourhood-planning/local-area-planning)

approach is guided, directed, and informed by the collective voice of the community. The CAP documents general and specific goals and actions of its community members with the aim to provide clear objectives and suggested action to work towards, as relevant and able, in collaboration with its residents, businesses, community-based partners and order of government.

## 1.3 Related Planning Initiatives

In the wider context of the City of Regina, there are planning initiatives that directly relate to this Community Action Plan (CAP) and the North Central neighbourhood. The following section provides an overview of specific planning initiatives and how they relate to this CAP.

### 1.3.1 Design Regina: The Official Community Plan

Regina's Official Community Plan (OCP) was completed in 2013. This project was called Design Regina and frames a community vision for 25+ years through policy that guide physical, environmental, economic, social, and cultural development.<sup>3</sup> Through the *Planning and Development Act, 2007* and *The Statements of Provincial Interest*, policies are developed that focus on sustainable land-use, public services, and public safety that municipalities use as a legislative tool.<sup>4</sup> The vision stated in Design Regina is as follows:

*Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.*<sup>5</sup>

The values mentioned in the vision statement (vibrant, inclusive, attractive, sustainable, harmony, and opportunity) are further described in the OCP. Included in the OCP are community priorities that inform the policies of the document, these are:

*Develop complete neighbourhoods;  
Embrace built heritage, and invest in arts, culture, sport, and recreation;  
Support the availability of diverse housing options;  
Create better, more active ways of getting around;  
Promote conservation, stewardship, and environmental sustainability;  
Achieve long-term financial viability;  
Foster economic prosperity; and,  
Optimize regional cooperation.*<sup>6</sup>

Recognizing that the City of Regina has legislative authority, through the OCP, this Community Action Plan (CAP) adheres to the policies laid out within the Design Regina document. Actions provided in this plan are meant to be for community members and the North Central Community Association (NCCA) to further enhance the neighbourhood as related to the vision, values, and priorities stated in the OCP.<sup>7</sup>

### 1.3.2 North Central Neighbourhood Plan

Embedded in the Official Community Plan, the North Central Neighbourhood Plan (NCNP) provides engagement discussions and recommendations. The process of the NCNP started in 1979 and was adopted in 1980, with amendments made in 1988. The purpose of neighbourhood planning is:

<sup>3</sup> [ftp://ftp.regina.ca/web\\_files/planning/Design%20Regina-OCP%20JULY%202016.pdf](ftp://ftp.regina.ca/web_files/planning/Design%20Regina-OCP%20JULY%202016.pdf)

<sup>4</sup> <https://www.saskatchewan.ca/government/municipal-administration/community-planning-land-use-and-development/official-community-plan>

<sup>5</sup> [ftp://ftp.regina.ca/web\\_files/planning/Design%20Regina-OCP%20JULY%202016.pdf](ftp://ftp.regina.ca/web_files/planning/Design%20Regina-OCP%20JULY%202016.pdf)

<sup>6</sup> Ibid

<sup>7</sup> <http://www.designregina.ca/wp-content/uploads/DesignRegina-B-7-NorthCentralNeighbourhoodPlan.pdf>

*To provide an opportunity for the community and the City to review the community goals in conjunction with overall City goals.*

*To develop a strategy for the future economic, social and physical development of the neighbourhood reflecting the community's aspirations compatible with overall City goals.*

*To develop policies to address emerging neighbourhood issues.<sup>8</sup>*

The goals of the community outlined in the document are relevant for five to seven years and included:

- 1. To maintain and improve the residential character of the area and promote the neighbourhood as a desirable and safe place to live.*
- 2. To implement a strategy for the overall development of the neighbourhood, recognizing its social, economic, and physical needs.*
- 3. To promote the continued maintenance and upgrading of dwellings, parks, and facilities in North Central.*
- 4. To develop social programs to meet the needs of the disadvantaged or unserved groups in the community.<sup>9</sup>*

Recommendations presented in the NCNP were divided into overarching themes that included:

*Property and Building Maintenance;*

*Personal Security and Safety;*

*Parks and Recreation;*

*Bylaw Enforcement; and,*

*Land Use and Zoning.<sup>10</sup>*

The goals and actions in this CAP will draw on the work done in the NCNP and inform new recommendations mentioned in present day community engagement.

### **1.3.3 The Regina Cultural Plan 2016**

In the Regina Cultural Plan, the City of Regina's vision is restated, three values, three goals, 11 objectives, and five outcomes have been identified. In this Community Action Plan, culture is a focus of the community as North Central has a diverse population. Actions in this CAP that relate to values, goals, and objectives in the Cultural Plan will be complementary.

Cultural values for the City of Regina that act as guiding principles include:

*Accessibility and Inclusion;*

*Innovation and Responsiveness; and,*

*Financial Viability and Accountability.<sup>11</sup>*

The goals and objectives in the Cultural Plan include:

*Embrace Cultural Diversity – Strengthen Indigenous Community's Cultural Presence in Regina; Address the Cultural Needs of Newcomers; Ensure Resources are Supportive of Regina's Immigrant History; and, Promote Intercultural Relations;*

*Strengthen the Artistic and Cultural Community – Build Community through Partnerships and Collaboration; Improve Awareness and Access to the Arts and Cultural Resources; Support the Growth of Regina's 'Cultural Industries'; and, Support Artists and the Arts; and,*

<sup>8</sup> <http://www.designregina.ca/wp-content/uploads/DesignRegina-B-7-NorthCentralNeighbourhoodPlan.pdf>

<sup>9</sup> Ibid

<sup>10</sup> Ibid

<sup>11</sup> <http://designregina.ca/wp-content/uploads/CulturalPlanweb.pdf>

*Commemorate and Celebrate the City's Cultural Heritage - Demonstrate Leadership through the Management of the Heritage Conservation Program; Conserve Cultural Heritage Resources; and, Ensure New Development Contributes to Sense of Place.*<sup>12</sup>

The five outcomes of the Cultural Plan include:

*Foster Creativity;  
Create Wealth;  
Create Quality of Places;  
Strengthen Social Cohesion; and,  
Promote Organization Change.*<sup>13</sup>

The Cultural Plan provides a base for the CAP, as the diversity in the neighbourhood is vast and celebrated.

### 1.3.4 Transportation Master Plan 2015 - Draft

An updated Transportation Master Plan (TMP) for the City of Regina has been drafted in conjunction with the Regina Official Community Plan. The TMP is a plan that manages active multi-modal ways of transportation. Regina is committed to providing a mix of transportation methods for the residents and visitors of the city and will be able to implement new innovations, improve current infrastructure, and connect new and existing neighbourhoods.

The original document was developed in 1991 that focused on vehicle traffic. A later version was updated in 2001 to include additional modes of transportation found in best practices.<sup>14</sup>

Due to the boundaries of North Central, railways and major arterial roads, transportation and safety is a priority to the community. Section 4 will identify concerns and needs of the community and Section 5 will address the needs and make recommendations for a mix of transportation methods including pedestrians, alternatively abled, cyclists, drivers, and others.

### 1.3.5 Comprehensive Housing Strategy – 2013

To address Regina's growing population, the City of Regina completed a Comprehensive Housing Strategy (CHS) in spring 2013, updating the strategy annually.<sup>15</sup> The CHS addresses issues of homelessness, housing attainability and suitability, and home ownership, including over 30 strategies for addressing the city's housing issues. The CHS's five identified goals will be reviewed and applied to housing needs throughout the city of Regina, including the North Central neighbourhood, and include:

*Increasing the supply of rental and affordable housing;  
Retention of the existing housing stock;  
Increasing the diversity of housing options;  
Addressing housing needs in creating complete communities and sustainable neighbourhoods; and,  
Partnerships with housing providers and other levels of government.*<sup>16</sup>

### 1.3.6 Economic Development Regina Inc. 2020 Strategic Plan

The result of community and business leader consultation alongside research of best practices established by Canadian regional economic development organizations, Economic Development Regina's (EDR) plan uses identified sector strategies while working with industry stakeholders, city administration, tourism, events, conventions and tradeshow

<sup>12</sup> <http://designregina.ca/wp-content/uploads/CulturalPlanweb.pdf>

<sup>13</sup> Ibid

<sup>14</sup> <http://designregina.ca/wp-content/uploads/TMPFinalDraft.pdf>

<sup>15</sup> <http://designregina.ca/wp-content/uploads/Regina-Comprehensive-Housing-Strategy.pdf>

<sup>16</sup> Ibid

stakeholders, and community stakeholders and partners, to work toward a shared vision and outcomes.<sup>17</sup> EDR takes on a leadership role to provide the following core functions:

*Support industry growth and diversification through retention, development and attraction of business and tourism;*  
*Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth;*  
*Market and promote the Regina region for business, tourism and events, conventions and tradeshow; and,*  
*Ensuring the Regina region prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors, and a place of choice with a high quality of life for residents.<sup>18</sup>*

The EDR 2020 Strategic Plan provides opportunity for engagement between EDR and North Central community and business leaders to discuss neighbourhood economic issues and concerns. Section 4 will identify concerns and needs of the community and Section 5 will address the needs and make recommendations for business attraction, growth, and retention, entrepreneurial promotion, tourism, and economic development.

### 1.3.7 Regina North Central Community Vision and Action Plan Report – 2003

A product of collaboration between all levels of government, non-government organizations, business, and the residents of North Central, the Regina North Central Community Vision and Action Plan Report was developed in 2003. Through the Action Plan process, a North Central Vision Statement for the Year 2020, Community Values, Community Goals, and Pillars for Community Development were prepared. The North Central Vision Statement for the year 2020 is as follows:

*“Regina North Central is a safe, healthy and caring community and a source of pride for the area’s residents. Located in the heart of the city, its strength is derived from the cultural diversity of its members working together and their emphasis on the value of family, seniors, children and youth. The area’s character stems from the well-kept homes and the mature natural environment of this section of the Queen City. The ease of access to the numerous facilities, services and educational facilities located within its parameters adds to its attraction. Confident in its future with its many opportunities for community participation, home ownership, employment and business development, Regina North Central enjoys its reputation of being proud and forward looking, ready to meet challenges and embrace its vision for 2020 and beyond.”<sup>19</sup>*

The Action Plan Community Values:

*Caring*  
*Community pride*  
*Cultural diversity*  
*Community working together*  
*Premium placed on the value of family, seniors, children and youth*  
*Confidence in the future*  
*Forward looking<sup>20</sup>*

The Action Plan Community Goals:

*Good Physical Environment*  
*Greater Safety*  
*Healthy Community/Good Human Services*  
*Higher Proportion of Home Ownership*  
*High level of Employment and Business Development*  
*Extensive Community Participation*  
*Quality Education*  
*Ease of Access<sup>21</sup>*

The Action Plan Pillars for Community Development:

*Housing and Infrastructure*  
*Crime and Safety*  
*Business and Economic Development*  
*Health and Human Services*  
*Education<sup>22</sup>*

The Regina North Central Community Vision and Action Plan Report shares much of the same community goals and values as established in this CAP.

<sup>17</sup> [https://issuu.com/reginaroc/docs/2020\\_strategic\\_plan\\_-\\_final\\_web2](https://issuu.com/reginaroc/docs/2020_strategic_plan_-_final_web2)

<sup>18</sup> Ibid

<sup>19</sup> [http://www.nccaregina.ca/wp-content/uploads/2011/11/2\\_NCCP\\_Report\\_Conclusions.pdf](http://www.nccaregina.ca/wp-content/uploads/2011/11/2_NCCP_Report_Conclusions.pdf)

<sup>20</sup> Ibid

<sup>21</sup> Ibid

<sup>22</sup> Ibid



### 1.3.8 North Central Community Legacy Study – 2009

Intended as a preliminary planning assessment of the North Central neighbourhood, the North Central Community Legacy Study laid the foundations for a future neighbourhood plan by identifying implementable Directions for Change. The Study examines the neighbourhood's opportunities and constraints with the main objective of identifying considerations for the then-proposed North Central Shared Facility. The Study consists of a review and analysis of work already completed or in process during the time of the study. Original research and stakeholder interviews were also conducted by City of Regina staff and the consultants, Office for Urbanism and AECOM<sup>23</sup>.

Included with the main objective of identifying urban design considerations are a series of recommendations (Directions for Change) in the four areas within the scope of this study:

*Neighbourhood sustainability: to ensure the long-term viability of North Central as a place to live, work, and play in an environment that is safe, healthy and supports the overall well-being of its residents;*

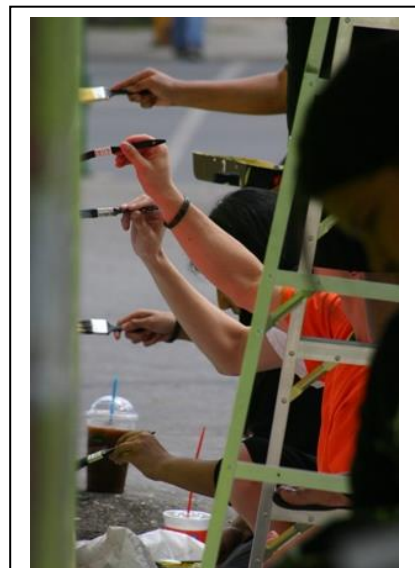
*Housing: to position North Central as a desirable place to live within the City, where residents take pride in their neighbourhood and their homes;*

*Transportation: to ensure that it is possible to move within and through North Central in a variety of ways with ease; to ensure that transportation systems do not contribute to larger social issues; and,*

*Land use: to utilize land in a manner than support community development, respects and reinforces the unique assets of the neighbourhood, and creates a safe environment for all.<sup>24</sup>*

### 1.3.9 Go Green Program and Re-Investment Strategy – 2011

The Go Green Program is a partnership between the Saskatchewan Roughriders, the City of Regina, and the community of North Central. The program allows residents of the community to take part in clean-up of recyclables at Mosaic Stadium after home games. In exchange, participants are paid and given tickets to a Saskatchewan Roughriders game. Money earned from the collected recyclables then gets invested back into the community by paid wages to those participating, and through beautifying the neighbourhood through graffiti removal and painting of murals.<sup>25</sup>



Go Green Program

[www.nccaregina.ca/go\\_green/](http://www.nccaregina.ca/go_green/)

### 1.3.10 North Central Community Association: Our Strategic Plan – 2016-2020

Rooted in the community, the community association (NCCA) of the North Central neighbourhood has developed a strategic plan to guide the organization into the future. Through community engagement and direction from the Board of directors, the Strategic Plan identifies goals and actions moving toward 2020. The vision statement of the organization is:

*A safe, caring, and vibrant community where all people can thrive.<sup>26</sup>*

The mission of NCCA is:

*To enhance, engage and represent our diverse neighbourhood, where we live, work and play, by facilitating partnerships, programs and services.<sup>27</sup>*

<sup>23</sup> <http://www.nccaregina.ca/wp-content/uploads/2011/11/Final-Report-NCCLS-April-15-2009.pdf>

<sup>24</sup> Ibid

<sup>25</sup> <http://www.nccaregina.ca/wp-content/uploads/2012/06/Go-Green-Evaluation-2011.pdf>

<sup>26</sup> <http://www.nccaregina.ca/wp-content/uploads/2011/11/Strategic-Plan-2016-2020.pdf>

The values and guiding principles of the association include:

*Innovation: we are creative, pro-active and visionary;*

*Integrity: we are accountable and honest in everything we do;*

*Accountability: we are accountable to the community and are responsible for doing what we say we will do;*

*Respect: we are considerate and treat others with care and respect;*

*Diversity: we strive to engage all those who live, work and play in our community;*

*Pride: we are proud of our community and our successes; and,*

*Sustainability: we are stable, growing and nurturing.<sup>28</sup>*

Through six strategic priorities, 24 strategies provide direction for the organization to move forward. These strategies and priorities are as follows.

*Delivering Programs and Service: to develop and deliver programs and services that meet the needs of the residents of North Central and which enhance the well-being of the community.*

- 1. Align programs with community needs and interests.*
- 2. Coordinate with other agencies and organizations to ensure programming availability to all generations and cultures.*
- 3. Develop and implement a continuous improvement plan that utilises feedback from participants and volunteers.*
- 4. Identify and address barriers to participation.*

*Enhancing Organizational Effectiveness: to develop a highly functioning and effective organization with a capable Board and staff and with the ongoing skills and capacity to carry out its work.*

- 1. Develop a strategic plan with clear goals and objectives for the Association that will guide the Board and staff in their decision-making and in establishing priorities for activities.*
- 2. Develop a plan for the ongoing recruitment of Board members with the skills, experience and interest to serve on the Board.*
- 3. Develop appropriate Board policies, procedures and structure.*
- 4. Develop an ongoing Board work plan that encompasses Board duties and responsibilities.*
- 5. Create an annual plan and resources for the ongoing professional development of Board and staff members.*
- 6. Management to develop an annual operational plan and budget that supports this strategic plan.*

*Community Planning: to facilitate the development of a comprehensive community plan in partnership with key stakeholders.*

- 1. Identify key elements of a plan for the community.*
- 2. Work with a consultant who can solicit input from the community and facilitate the development of the plan.*
- 3. Engage key stakeholders in the development of the plan.*
- 4. Present Community Plan publically and seek organizations and individuals to adopt or receive the plan.*
- 5. Determine method to renew plan.*

*Building Partnerships and Collaborations: to develop and strengthen strategic partnerships with key agencies, government entities, funders and individuals.*

- 1. Utilise the community planning process to strengthen partnerships and to work collaboratively with other agencies in the community to address community needs and concerns.*
- 2. Utilise the community planning process to work with funders to identify community needs and opportunities for support.*
- 3. Develop an inventory of community stakeholders and a plan for increasing and maintaining our connections with stakeholders.*

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<sup>27</sup> Ibid

<sup>28</sup> <http://www.nccaregina.ca/wp-content/uploads/2011/11/Strategic-Plan-2016-2020.pdf>

*Engaging our Community: to effectively engage community residents to identify needs, represent their interests and involve them in community activities.*

- 1. Utilise and develop large scale community events to involve residents.*
- 2. Track and increase the amount of personal engagement with residents.*
- 3. Develop a communications plan utilising latest technology and proven traditional methods to increase awareness of NCCA, programs, services, volunteer positions and opportunities of interest to the community.*

*Managing our Resources: to secure and grow our resource base and to utilize the available resources effectively – including staff and volunteers, finances and time.*

- 1. Create a Fund Development Plan to increase and diversify NCCA income and revenue sources.*
- 2. Develop a program to recruit, train, retain and recognize volunteers in the community.*
- 3. Introduce a benefits package for NCCA Staff.<sup>29</sup>*

The pro-active role the NCCA plays in its community is critical to its on-going successes. The CAP process arose from its strategic planning process. The NCCA Board, staff and partners are and will continue to be the main drivers of this process. They will be actively sharing this plan publically with the aim to implement and operationalize with the help of others the actions discussed, documented, and derived through this planning process.

## 1.4 How to Use This Plan

Community members, including residents, property owners, business owners, service providers, and community organizations, are passionate about their community, want to improve the safety and liveability of the neighbourhood. The following sections of this plan include:

1. An introduction to North Central and this plan;
2. An brief overview of the neighbourhood in the past and presently;
3. Methodology of this project;
4. Summary of findings from community engagement;
5. An action table and value statement of the community;
6. Final considerations and recommendations; and,
7. Additional information and resources in appendices.

This plan documents the community's voice holistically, puts the community's voice into priority action areas, and provides additional resource the community uses to advocate and improve the neighbourhood of North Central. In addition, this plan provides a neighbourhood suggested protocol, that proves a framework for how the North Central community and the City of Regina can communicate to help steer this process and related processes through the North Central Community Association (NCCA). In Section 5.2 you will find the suggested protocol for consideration.

Further areas of interest and strategic action items can be found in this plan and used towards the common goal of a vibrant community that is safe and caring and where all people can thrive.<sup>30</sup>

<sup>29</sup> <http://www.nccaregina.ca/wp-content/uploads/2011/11/Strategic-Plan-2016-2020.pdf>

<sup>30</sup> [http://www.nccaregina.ca/mission\\_vision/](http://www.nccaregina.ca/mission_vision/)

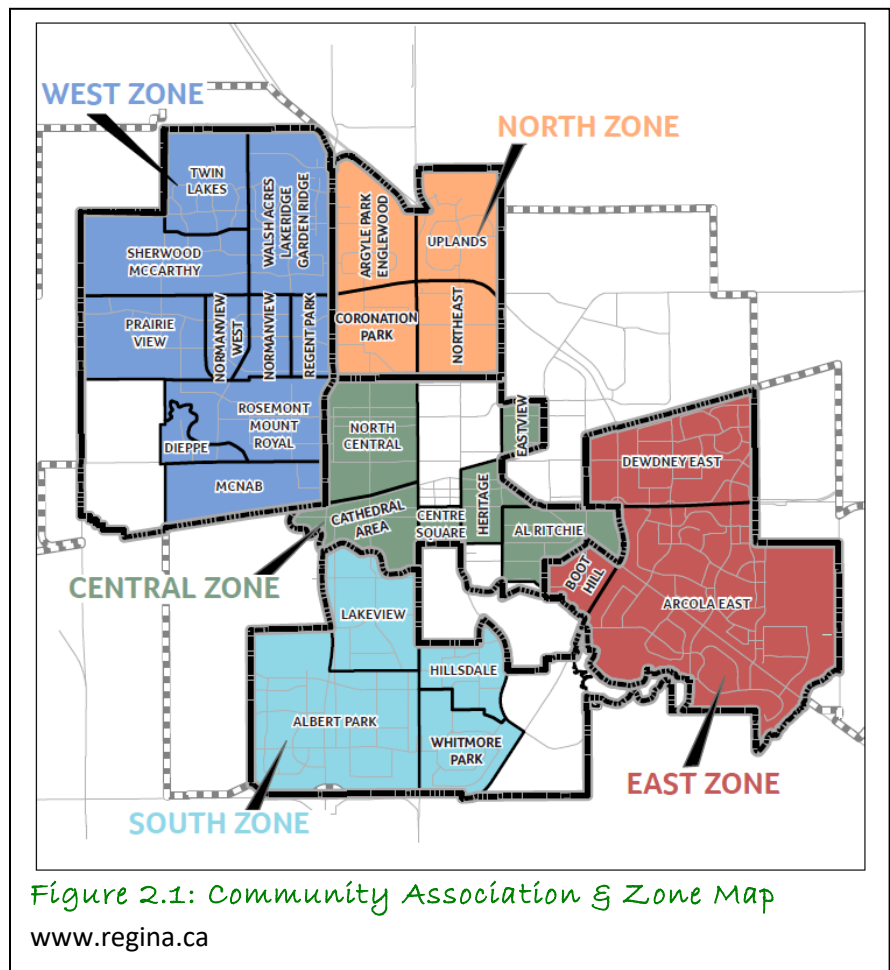
## 2. Background and Context

North Central is a core neighbourhood in the City of Regina. The neighbourhood's land mass is approximately two square kilometers (2 sq. km) or 183 square blocks.<sup>31</sup> It is located between the Canadian National Railway (CNR) and the Canadian Pacific Railway (CPR), north and south respectively, and Albert Street and Lewvan Drive, east and west respectively.<sup>32</sup>

As of 2016, the population of North Central was 9,531. This is a -5.5% change from 2011. This significant drop may be indicative of some of the challenges identified and known locally and nationally about this area as mentioned by the national MacLean's article, *Ten years later, we ask again: What's wrong with Regina?*<sup>33</sup>

As of 2011, the population of North Central was 10,135.<sup>34</sup> A number of amenities serve the residents of the City including the Regina Public Library Albert Branch, Pasqua Hospital, four elementary schools, one secondary school, Lawson Fieldhouse and Aquatic Centre, and more. Provincial, national, and international visitors are welcomed to the amenities in North Central, that include Mosaic Stadium at Taylor Field (a new stadium is under construction), Evraz Place, the Brandt Centre, and the Queen City Exhibition. In total, there are over 200 businesses that serve 4300 households in the North Central neighbourhood.<sup>35</sup> Figure 2.1 shows the Community Associations and Zone Map.

The history of the community and the present-day profile are featured in the following subsections.



### 2.1 North Central Then

Oskana Kâsastêki (Cree word for “where the bones are piled”) was the settling place for Regina.<sup>36</sup> This place was original hunting grounds for Plains Cree and Métis who piled buffalo bones to ensure

<sup>31</sup> [http://www.nccaregina.ca/mission\\_vision/](http://www.nccaregina.ca/mission_vision/)

<sup>32</sup> <http://www.regina.ca/opencms/export/sites/regina.ca/residents/city-planning/.media/pdf/2015-neighbourhood-profiles/north-central.pdf>

<sup>33</sup> <http://www.macleans.ca/news/canada/ten-years-later-we-ask-again-whats-wrong-in-regina/>

<sup>34</sup> Ibid

<sup>35</sup> [http://www.nccaregina.ca/mission\\_vision/](http://www.nccaregina.ca/mission_vision/)

<sup>36</sup> <http://esask.uregina.ca/entry/regina.html>





that the hunting grounds would remain, as it was thought that buffalo would not leave the place where bones of their kind were laid. European settlers built the Canadian Pacific Railway (CPR) in 1882 that passed by Regina, also known as 'Pile o' Bones' as per the persistence of the Lieutenant Governor Edgar Dewdney who owned lands in the area.<sup>37</sup> The boom of settlers was in part due to the Dominion Lands Act where 160 acres of land could be bought for \$10.00.<sup>38</sup>

Regina became a town on December 1, 1883, which took over the capital of the North-West Territories (NWT) from Battleford.<sup>39</sup> As the population increased, the need for policing also grew. The North West Mounted Police (NWMP) were sent to Regina who made the town their headquarters. They would later be known as the Royal Canadian Mounted Police (RCMP).

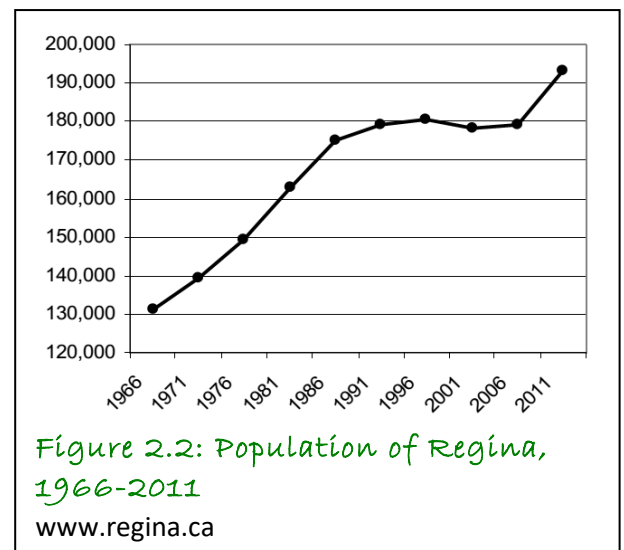
To help attract businesses and other residents to make roots in Regina, Senator William D. Perley of Wolseley suggested an agriculture exhibition in 1891. In 1893, Lieutenant Governor Charles H. Macintosh convinced Town Council to invest in \$10,000 in a property for the exhibition. The Territorial Exhibition was a success in 1895 with funding from the North-West Territories and the federal government. Since 1899, the annual tradition has continued on the same exhibition grounds that were purchased in 1896.<sup>40</sup>



On January 10, 1884, Dr. David L. Scott was elected as the Town's mayor.<sup>41</sup> As the Town rapidly grew, Regina became a City in 1903 with over 3,000 people, and Jacob W. Smith led the new City as the first mayor.<sup>42</sup> Two years later Saskatchewan became a province and Regina was confirmed as the capital a year after that. In 1908, the Legislative Building was beginning to take shape and completed within four years. Prior to the Legislative Building, the Territorial Administration Building, located in North Central housed the Territorial Council from 1891 to 1905 and the provincial government in 1905 to 1910.<sup>43</sup> The first Territorial Administration Building was built in 1882 on Dewdney Avenue, with a second addition built in 1890 (currently the second oldest building in Regina).<sup>44</sup>

By 1911, the City's population ballooned to over 30,000, and land mass doubled.<sup>45</sup> By the 1950's the population doubled, and continued to rise until slowing down in the 1990's.<sup>47</sup> Figures 2.2 and 2.3 display the population and land mass increase of Regina.

CPR's Donald Smith and Richard Angus and Canada North-West Land Company's Edmund Olser and William Scarth were entrusted with property of land now known as the North Central neighbourhood.<sup>48</sup> The North Central neighbourhood was given its name because of the location, central to east and west sides of Regina. Due to its location to the neighbourhood boundaries are



<sup>37</sup> [http://www.nccaregina.ca/northcentral\\_history/#](http://www.nccaregina.ca/northcentral_history/#)

<sup>38</sup> <http://esask.uregina.ca/entry/regina.html>

<sup>39</sup> Ibid

<sup>40</sup> [http://www.nccaregina.ca/northcentral\\_history/#](http://www.nccaregina.ca/northcentral_history/#)

<sup>41</sup> <http://esask.uregina.ca/entry/regina.html>

<sup>42</sup> Ibid

<sup>43</sup> [http://www.nccaregina.ca/northcentral\\_history/#](http://www.nccaregina.ca/northcentral_history/#)

<sup>44</sup> <http://www.regina.ca/opencms/export/sites/regina.ca/residents/city-planning/.media/pdf/2015-neighbourhood-profiles/north-central.pdf>

<sup>45</sup> <http://esask.uregina.ca/entry/regina.html>

<sup>46</sup> <http://www.regina.ca/opencms/export/sites/regina.ca/residents/city-planning/.media/pdf/annexation-phases.pdf>

<sup>47</sup> <http://esask.uregina.ca/entry/regina.html>

<sup>48</sup> [http://www.nccaregina.ca/northcentral\\_history/#](http://www.nccaregina.ca/northcentral_history/#)

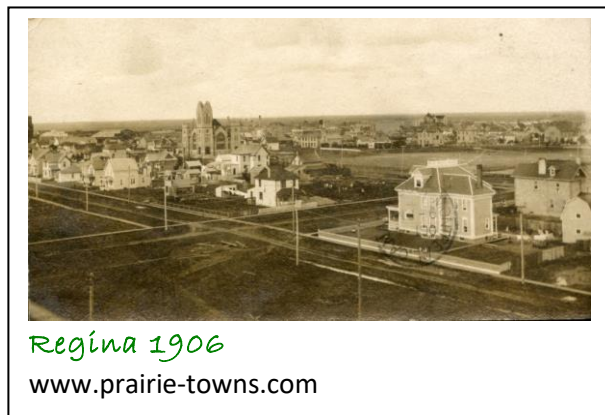
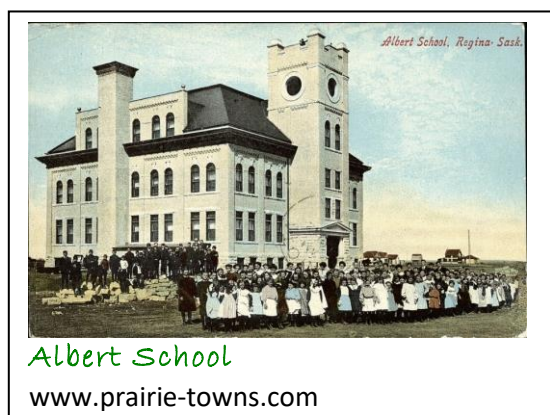


made up of the rail lines that pass through the City. Many of the original inhabitants of the community were European settlers who worked on the rail lines as labourers. Original surveys from 1883 show connections between landmarks, such as the RCMP barracks, that would be considered current quadrants of the neighbourhood today.<sup>49</sup>

Albert School was the first school to be built in Regina and was in the neighbourhood of North Central. The school opened its doors in 1905, though three years later a new school opened to accommodate the growing number of children. The Scott-Collegiate was built in 1923 and an addition to the school was added in 1927. Two additional schools were built in the neighbourhood, Kitchener Community Elementary and Sacred Heart were built in 1922 and 1928 respectively.

In 1927, Park de Young Stadium was built to be home to the Roughriders. After World War I (WWI), the Stadium was renamed Taylor Field in honour of a lawyer turned fighter pilot who was a sports enthusiast. In June 2006, a facility funding opportunity arose with naming rights switching the name to Mosaic Stadium at Taylor Field.<sup>50</sup>

During the second world war (WWII), many soldiers trained in Regina, building many war-time style houses in the community.<sup>51</sup> Homes In the 1950's, inhabitants were considered middle class because homes were affordable to those who worked in military training facilities turned car assembly plants.<sup>52</sup> Figure 2.3 shows the phases of annexation for the City of Regina.

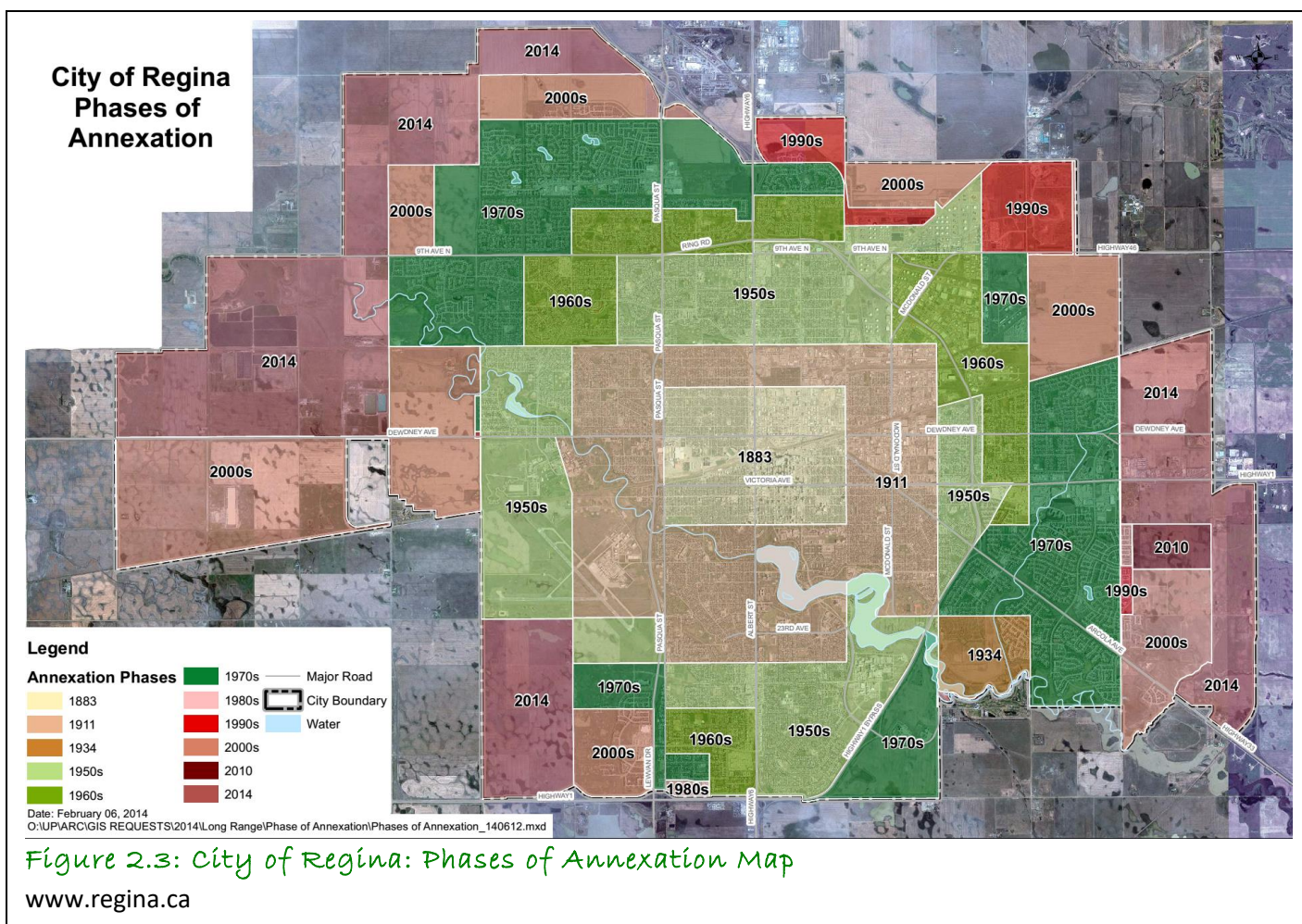


<sup>49</sup> Ibid

<sup>50</sup> Ibid

<sup>51</sup> <http://esask.uregina.ca/entry/regina.html>

<sup>52</sup> Ibid



## 2.2 North Central Now

Today, North Central boasts a population of 9,581 and remains a bustling community of diversity.<sup>53</sup> The neighbourhood still has many historic points of interest including the Territorial Legislative and Administration Building, a provincial heritage property, and the Regina Public Library Albert Branch, a municipal heritage property. The neighbourhood is home to the new Mosaic Stadium, Evraz Place, Pasqua Hospital, and shared facility known as the Māmawêyatitân Centre that is replacing and combining a city recreational complex, public library branch, public high school and community policing centre, expected to open in spring of 2017.<sup>54</sup> North Central is also a neighbourhood of community-based social, cultural, recreational and health organizations, with staff and community volunteers working towards together for a bright future for all residents. The following neighbourhood statistics (2011) provide a more in-depth look into the neighbourhood:<sup>55</sup> Due to the limitation of the release schedule for the 2016 Census, information regarding education, income, housing, and others is limited to 2011.

<sup>53</sup> <http://www12.statcan.gc.ca/census-recensement/2016/geo/geosearch-georecherche/index-eng.cfm?LANG=E&DGUID=2016A00054706027>

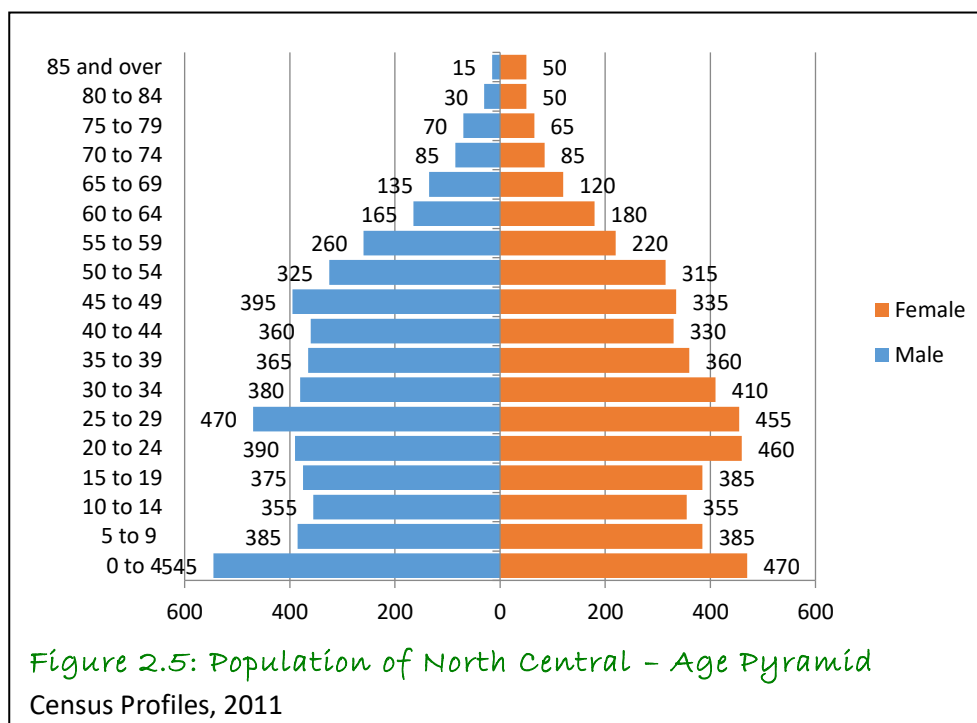
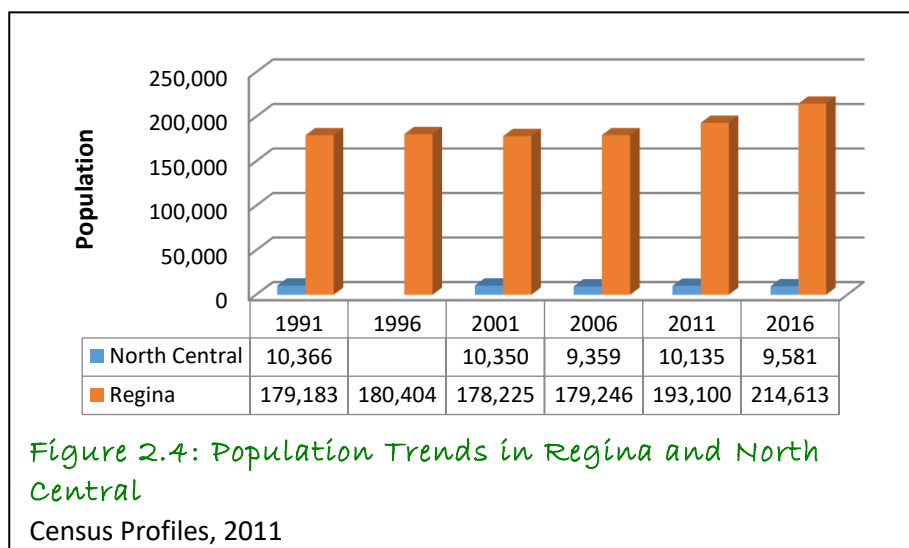
<sup>54</sup> <http://www.rbe.sk.ca/news/2015/04/name-unveiled-north-central-shared-facility>

<sup>55</sup> <http://www.regina.ca/opencms/export/sites/regina.ca/residents/city-planning/.media/pdf/2015-neighbourhood-profiles/north-central.pdf>

## 2.2.1 Population

Using the City of Regina's neighbourhood profiles and the 2016 Census data released for the City, the total population figure for North Central is Figure 2.4 shows the population trends of the City of Regina overall and the neighbourhood of North Central from 1991 to 2016.

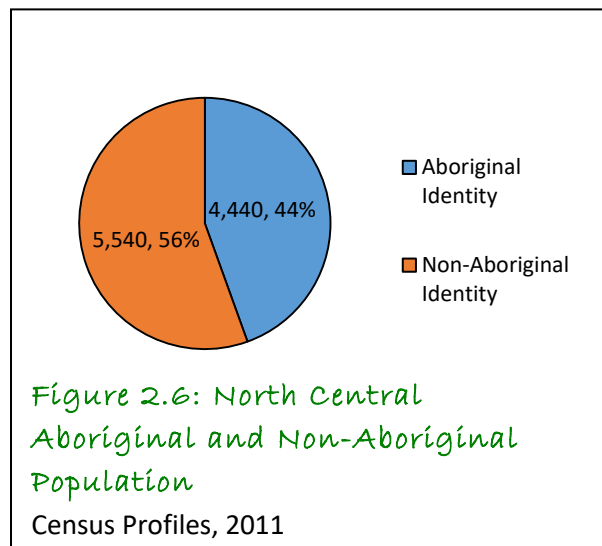
From the data, the City increased at a steady pace between 1991 and 2016, with some fluctuation between 1996 and 2011. Overall the population has changed 19.8% from 1991 to 2016. Compared with North Central, the population has seen some fluctuations over the years, with a total population change of -7.6% between 1991 and 2016. The change in population from 1991 to 2016 may, in part, be due to the transient make up of residents as affected by long-standing social challenges further highlighted in Section 4. A further breakdown of North Central's population is shown in Figure 2.5, age pyramid.



The age structure of North Central is shown on Figure 2.5; the largest age cohort in North Central in 2011, with the population aged 0-4. Figure 2.6 shows the population breakdown of Aboriginal and non-Aboriginals in North Central. In 2011, 44% of the population identified as Aboriginal.

North Central's diverse culture is a result of its diverse population. According to the 2011 profile, the neighbourhood's population that identifies as Aboriginal makes up just under half of the entire neighbourhood, at 44% with a population of 4,440, and the population identifying non-Aboriginal with 56%, or 5,540.<sup>56</sup> Figure 2.6 shows this diagram.

The neighbourhood has seen some significant increases in its immigrant population, with 270 immigrants calling North Central their new home in the five-year period of 2006 to 2011.<sup>57</sup> Table 2.1 shows the breakdown over the decades. This is expected to grow further with the 2016 Canadian Census showing 3,593 new immigrants to the city from 2011 to 2016.<sup>58</sup>



**Table 2.1: Immigration in North Central**  
Census Profiles, 2011

	#	%
Total Immigrant Population	665	100%
Before 1971	115	17%
1971-1980	40	6%
1981-1990	50	8%
1991-2000	130	20%
2001-2005	65	10%
2006-2011	270	41%

Living arrangements, according to the 2011 Neighbourhood profile are described in Table 2.2. According to the 2011 Neighbourhood profile, the most common living arrangement was a one-person household, followed closely by two-persons household. This is in line with the City of Regina overall.

**Table 2.2: Living Arrangements by Household in North Central**  
Census Profiles, 2011

	North Central		Regina	
	#	%	#	%
<b>Total Number of Households</b>	<b>4,050</b>	<b>100%</b>	<b>79,610</b>	<b>100%</b>
One person	1,265	31%	23,800	30%
Two Persons	1,235	30%	27,130	34%
Three Persons	685	17%	12,185	15%
Four Persons	445	11%	10,700	13%
Five Persons	220	5%	3,805	5%
Six or More Persons	200	5%	2,000	3%

<sup>56</sup> <http://www.regina.ca/opencms/export/sites/regina.ca/residents/city-planning/.media/pdf/2015-neighbourhood-profiles/north-central.pdf>

<sup>57</sup> Ibid

<sup>58</sup> <http://www.regina.ca/press/news-and-announcements/reginas-population-continues-to-increase/>



Figures 2.7 and 2.8 show the educational attainment and the labour force in North Central in 2011. There are 8% of the population that is unemployed and 38% of the population with some secondary schooling.

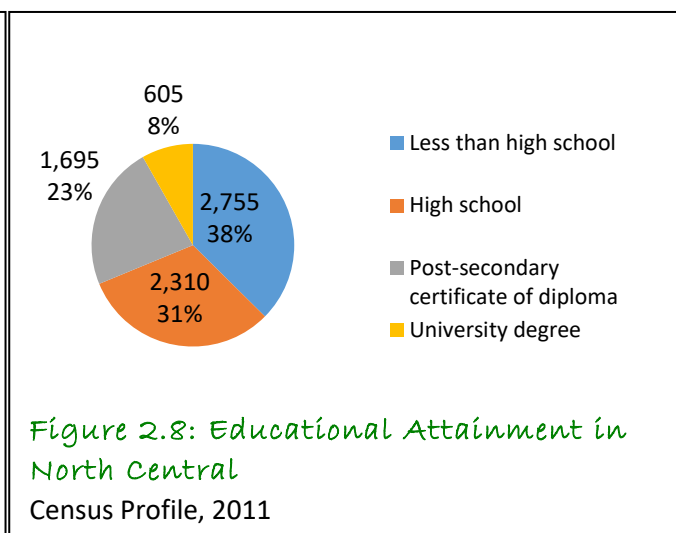
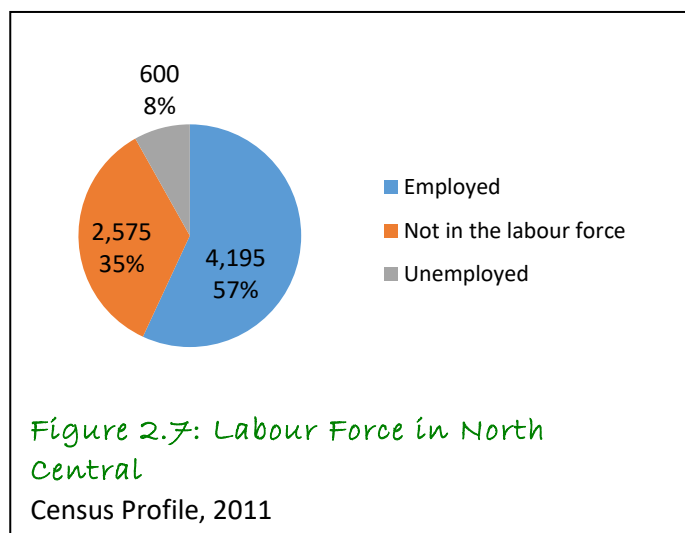


Table 2.3 displays the household income in North Central including the average and medians before and after taxes. The majority of residents earn between \$20,000-\$29,000 before tax and \$30,000-\$39,000 after tax.

Table 2.3: Income by Household in North Central Census Profiles, 2011		
	Before Tax	After Tax
Without Income	-	-
Under \$5,000	90	100
\$5,000 to \$9,999	95	85
\$10,000 to \$14,999	185	185
\$15,000 to \$19,999	345	365
\$20,000 to \$29,999	625	660
\$30,000 to \$39,999	725	810
\$40,000 to \$49,999	385	505
\$50,000 to \$59,999	460	460
\$60,000 to \$79,999	560	470
\$80,000 to \$99,999	285	215
\$100,000 and over	300	210
Average Household Income	<b>\$48,986</b>	<b>\$43,774</b>
Median Household Income	<b>\$39,571</b>	<b>\$37,973</b>



### 3. North Central Community Planning Process

This section provides an overview about the North Central community planning process including the methodology and approaches used to engage the community.

#### 3.1 Overview of This Planning Process

The North Central community planning process was initiated by the North Central Community Association (NCCA). In 2016, the NCCA Board recently completed a strategic planning process to identify key priorities for the next four years (2020). As part of the new Strategic Plan, a new vision, mission, guiding principles, and strategic priorities were created. One key strategic priority was Community Planning: *To facilitate the development of a comprehensive community plan in partnership with key stakeholders.*

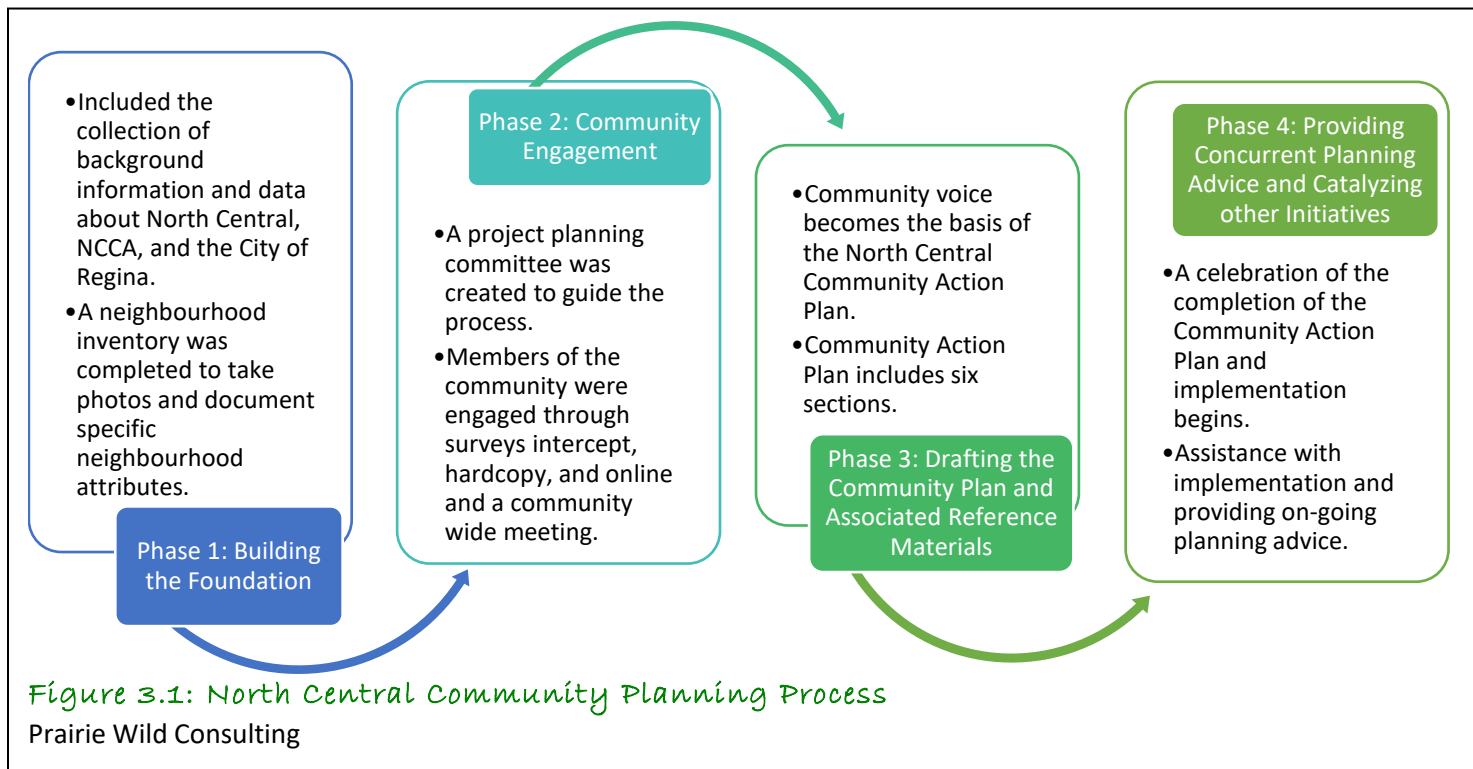
In addition, there are two specific goals NCCA identified related to the creation of the Community Action Plan:

- *Encourage and promote a pro-active, result-orientated approach that balances short-term pressures with long-term planning while ensuring the flexibility to adapt to change; and,*
- *Ensure the plan maximizes organizational capacity to not only generate new ideas and thinking, but also to endorse a team approach to decision making, accountability and evaluation.*

The NCCA was provided with a private sponsorship to undertake this exciting initiative. In April 2016, a comprehensive community planning and social research firm, Prairie Wild Consulting Co., was contracted by NCCA to facilitate the community planning process and prepare the Community Action Plan.

The North Central community planning process was organized into four phases. These are shared below and summarized in Figure 3.1:

- Phase 1: Building the Foundation;
- Phase 2: Community Engagement;
- Phase 3: Drafting the Community Plan and Associated Reference Materials; and,



- Phase 4: Providing Concurrent Related Planning Advice and Catalyzing Other Initiatives.

This community planning process was guided by an Appreciative Inquiry framework. This framework is a holistic, strengths-based method of facilitation that builds from seeking generation of new ideas to engaging stakeholders in self-determining change rather than coming at change stemming from the need to 'fix' or 'solve' a problem. This model is intended to encourage meaningful future forward discussions that focus on identifying opportunities. This model also provides for discussions regarding challenges and potential barriers and how one may overcome these through the identification of opportunities.

Foundations for Success were used during the process to ensure a successful outcome and workshop. Participants were asked to create a list of what they needed to make the time together successful. The Foundations for Success include:

- Collaborate with the wider community;
- People to believe in the process;
- Communications and follow ups about the process;
- Hear and engage people who are underrepresented;
- Plan and process objectives; and,
- Sharing the input from community members and stakeholders.

This process began in April 2016 and was completed in June 2017. There was an original aspirational goal to engage 1000 community members and stakeholders, ensuring that each individual was counted once. As the process proceeded, it was identified that engaging 1000 people within the timeframe of the process may be realistic to achieve. The engagement goal was altered to 500 community members and stakeholders.

The process overall included benefits and limitations.

#### Benefits

- Community driven planning process that is reflective

#### Limitations

- Although many community members and service

- of the community members and stakeholders.
- Engaged the community through various engagement tools such as surveys, community meetings, targeted meetings, and attendance at events.
- Over 1,000 points of engagement were made through this process with a total of 403 people engaged.

- providers were engaged through the process, not all residents were able to share their input.
- Community tools may not have been appropriate due to individual schedules or access to online or hard copy formats.
- Engagement of number of people reduced due to timeframe and access to people willing to be engaged in this process.

### 3.2 Community Engagement Approaches Utilized

The community voice is the foundation of the values and actions contained within this Plan. In total, there was 1000 points of engagement and a total of 403 people engaged, it is anticipated that as this plan is shared more people will become engaged in this process. Community members and stakeholders were engaged through a variety of means including:

- Intercept surveys;
- Online surveys;
- Hard copy surveys;
- Youth engagement;
- Community-wide meeting;
- Interagency meeting;
- Project Planning Committee; and,
- Targeted meetings.

Each of the community engagement approaches are described in Appendix “B”.

### 3.3 Analysis of Community Engagement Findings

The information from the surveys were compiled and put into a digital format and analysed. The analysis of open-ended questions included sorting the responses into themes that resonated from the responses and were repeated multiple times. The responses were then collated into the themes and sub-themes and tallied. It should be noted that the number of times something was mentioned may be more than the number of responses as some of the responses fit into more than one theme. Ranking questions were tallied to determine the most favourable ranking. In addition, an average Likert rating score for the ratings was provided for each of the qualities being ranked. Likert scales are a way of ranking satisfaction, in this case, the qualities of ‘what makes a great place’.

The community, youth, and targeted meetings were documented into summary notes and then analysed and sorted into the themes. The findings from the community engagement, together with promising practices informed the goals and actions in this Community Action Plan.

### 3.4 Secondary Research Methods Utilized

To help inform the North Central Community Plan, secondary research of related and relevant background documents and promising practices was undertaken. Background information and data was collected from the NCCA utilizing a Sharepoint which is a web-based collaboration and document management platform. Information provided by NCCA included, though is not limited to:

- Neighbourhood profile;
- NCCA Strategic Plan;
- Contact information and stakeholder lists;
- NCCA communications, flyers,
- Information on NCCA initiatives; and,
- NCCA policy and governance documents.

Other related information and promising practices were obtained from individuals participating through this process and online searches on the City of Regina’s website and search engines. Related information included documents such as:

- Design Regina (City of Regina's Official Community Plan);
- Neighbourhood plans;
- Cultural Plan;
- Master Plans;
- Reports and studies; and,
- Information related to programs and services.

## 4. The Voice of Our Community

The community of North Central was invited to share their voice through several means including intercept surveys, online surveys, a community meeting, and, and interagency meeting. In total, there was 1,000 points of engagement and a total of 403 people engaged. The following section outlines the findings of those individuals' voices that came together as a community.

### 4.1 Community Voice: Summary of Findings by Approach

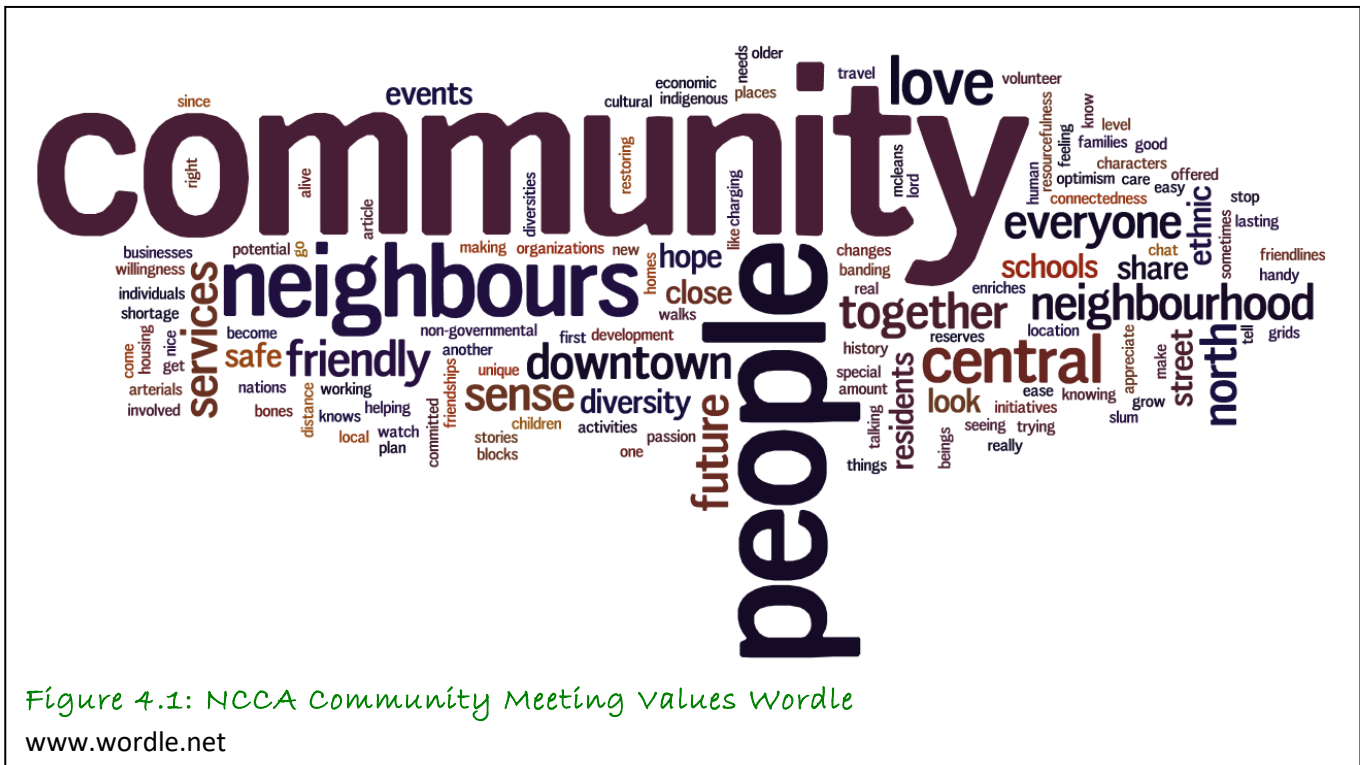
Findings from the community engagement are shared below by the approach or method of community engagement that they were shared in.

#### 4.1.1 Community Meeting

On Wednesday, October 12, 2016, a community meeting was held at the Albert Scott Community Centre. Approximately 60 people participated in the session that served soup and bannock and a chance to share feedback into the Community Action Plan (CAP) process. There were three exercises that participants to share what they valued the most about North Central, what they hoped for the future, and what were some prioritizing actions they saw for the community going forward.

##### Values

Individually, community meeting participants where asked to share what they valued the most about North Central. Responses included: sense of community; having family and friends; proximity to neighbouring communities and the downtown; services and programs that are available; volunteers; organizations and agencies that are welcoming; and, the people. Figure 4.1 below is a Wordle that illustrates the number of times a word is repeated by the size of the word, making a word cloud. This Wordle illustrates the values shared during the Community Meeting.





## Future Hopes and Prioritizing Actions

The second exercise had participants join in smaller groups to identify their hopes for the future in four qualities of place making: comfort and image; access and linkages; uses and activities; and, sociability.<sup>59</sup> As participants discussed their ideas for the next 25+ years, they were asked to document their discussion on flipchart papers that would be circulated to other groups. Once groups had a chance to add to the list of hopes, everyone was given a chance to prioritize the hopes that were listed. Through a checkmark democracy, participants were given markers and five checkmarks to place next to the hopes that stood out most. The following provides an overview of hopes that were priorities:

- **Access and Linkages:**

- Bus fare decreased, routes and frequency are improved (4);
- Improve traffic pedestrian safety on major roads (3);
- Improving pedestrian safety at crosswalks (3);
- Retain restricted parking for residents within six blocks of Mosaic events (3);
- City of Regina bringing events to North Central (2);
- Bilingual street signs that incorporate English and Indigenous languages (Cree, Salteaux, Lakota) (2);
- Trim trees, read street signs, lighting area (2);
- Designating bike lanes (2);
- Developing a light rail transit system (1);
- Golden Cockroach aware for negligent landlord (1);
- Neighbourhood watch and patrols (1);
- Accountability for homeowners and land lords and enforce bylaws (1);
- More phone booths and access to phones and free Wi-Fi city-wide (1);
- Develop a landlord registry – rating system for all of Regina (1);
- Improve communication with residents, through a variety of means including print and social media (1);
- Enhance school zone signs for better visibility (1); and,
- Local shuttle service (1).

- **Comfort and Image:**

- Ample security to feel safe especially at night (4);
- Incorporate solar LED lighting (4);
- Incorporate community signs in the neighbourhood (2);
- Incorporate harm reduction tools, such as needle drop offs (2);
- Improving the community image through cultural identity and acknowledging Treaty 4 and Métis homelands, perhaps by raising flags (2);
- Add park benches and picnic tables (2);
- Dilapidated buildings will be removed (2);
- Outdoor gathering place (cafés, arbors, block parties) (2);
- More up to date playgrounds and skate park (2);
- Bike paths throughout North Central (2);
- Xeriscaping and maintaining natural landscapes (1);
- Maintaining the neighbourhood leisure center with swimming pool (1);
- Incorporate values of the community in signage (1);
- Youth after school/afterhours programs and place to gather (1);
- City run skate parks that have strict rules for no drugs or smoking (1); and,
- Adapting historic buildings to new uses (1).

- **Uses and Activities:**

- Grocery store (9);
- Odd job squad/hire a neighbour (4);
- More small independent businesses (4);
- Incorporating Canadian Indigenous names for streets, public buildings, and parks (4);
- Economic partnership with Saskatchewan Roughriders providing use of the stadium (4);
- Incorporate a play structures in park spaces (3);
- Create a village or gathering place (3);
- More lighting on streets and alley (3);
- Ensure homes are safe (2);
- Continue snow removal on roads and sidewalks (2);
- Rent control (2);
- Work/live space where old stadium shop/galleries
- Bring in new infrastructure and design features (2);
- Pedestrian paths with benches along the way (2)
- Repair and maintain sidewalks and roads for safety (2);
- Arts and culture corridor (2);
- Walkable community connecting North Central to other networks (2);
- Shelters for families, women, and men (2);
- Public pool with water slide (2);
- Homeownership programs for everyone (1);
- Family friendly green spaces with balance of green space and play surface (1);
- Upgrade Kinsmen Park (1);
- Farmers market (1);

<sup>59</sup> <http://www.pps.org/reference/grplacefeat/>

- (1);
  - Promote jobs for residents in City facilities (1);
  - Opportunities to celebrate successes (1);
  - Increase affordable housing (1);
  - Strip mall with essential services – hardware store (1);
  - Bring services to the community to attract visitors and tourism (1);
  - Bike lanes (1);
  - Increase mixed housing (1);
  - Cooperative housing (1); and,
  - Seniors housing with a daycare attached (1).
- **Sociability:**
- Increased opportunities for youth that are safe including jobs and activities in the evenings, on weekends and holidays (7);
  - More community gardens (6);
  - More neighbourhood watch groups (5);
  - Space for cultural activities that is alcohol free and a gathering place (4);
  - Mosaic partnership that provides events at night (4);
  - Funding for White Pony Lodge (3);
  - Elder support (3);
  - Walking school bus (3);
  - 5<sup>th</sup> Avenue revitalization (3);
  - Local groceries (2);
  - Multicultural events (2);
  - Outdoor movies in Dewdney Park (2);
  - Payphones or emergency phones at parks (2);
  - Local place to shop for retail items (1);
  - Create community network – give people easy access to volunteer group (1);
  - Community feasts (1);
  - New swimming pools and spray parks (1);
  - Speed friending (1);
  - Talking circles (1);
  - Access to elders and traditional Canadian Indigenous teachings (1);
  - Daycare for shift works (1);
  - Parenting programs and couples' programs (1);
  - Interactive activities in parks (1);
  - City stewardship and bylaw enforcement (1); and,
  - Block parties (1).

Another category was formed to provide other options to participants. The following provides the listings shared for this subsection.

- **Others:**
- 5<sup>th</sup> Avenue revitalized (4);
  - Unsafe buildings removed (2);
  - North Central as eco-museum that promotes the community identity and pride (2);
  - Green model for other communities (2);
  - Public art, murals, sculptures, buffalo footprints, walks, routes, water fountain (2);
  - Fruit bearing trees (2);
  - Pedestrian police presence (1);
  - More garbage clean-ups (1);
  - Community gardens and greenhouse (1);
  - Address prostitution (1);
  - Address systematic poverty (1); and,
  - Incentives to fill vacant homes (1).



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2017

Prairie Wild Consulting

## 4.1.2 Intercept and Online Surveys

In total, 267 surveys were completed. Some questions did not span the three versions of surveys, one was a draft survey used at the 40<sup>th</sup> Anniversary celebration of North Central Community Association (NCCA), another was a short version used as an intercept survey for a football game, and the third and final version was used as intercept surveys, hardcopy handouts, and online. The surveys were conducted through online means, in-person, and hardcopy self-guided. This section provides the responses for the surveys overall.

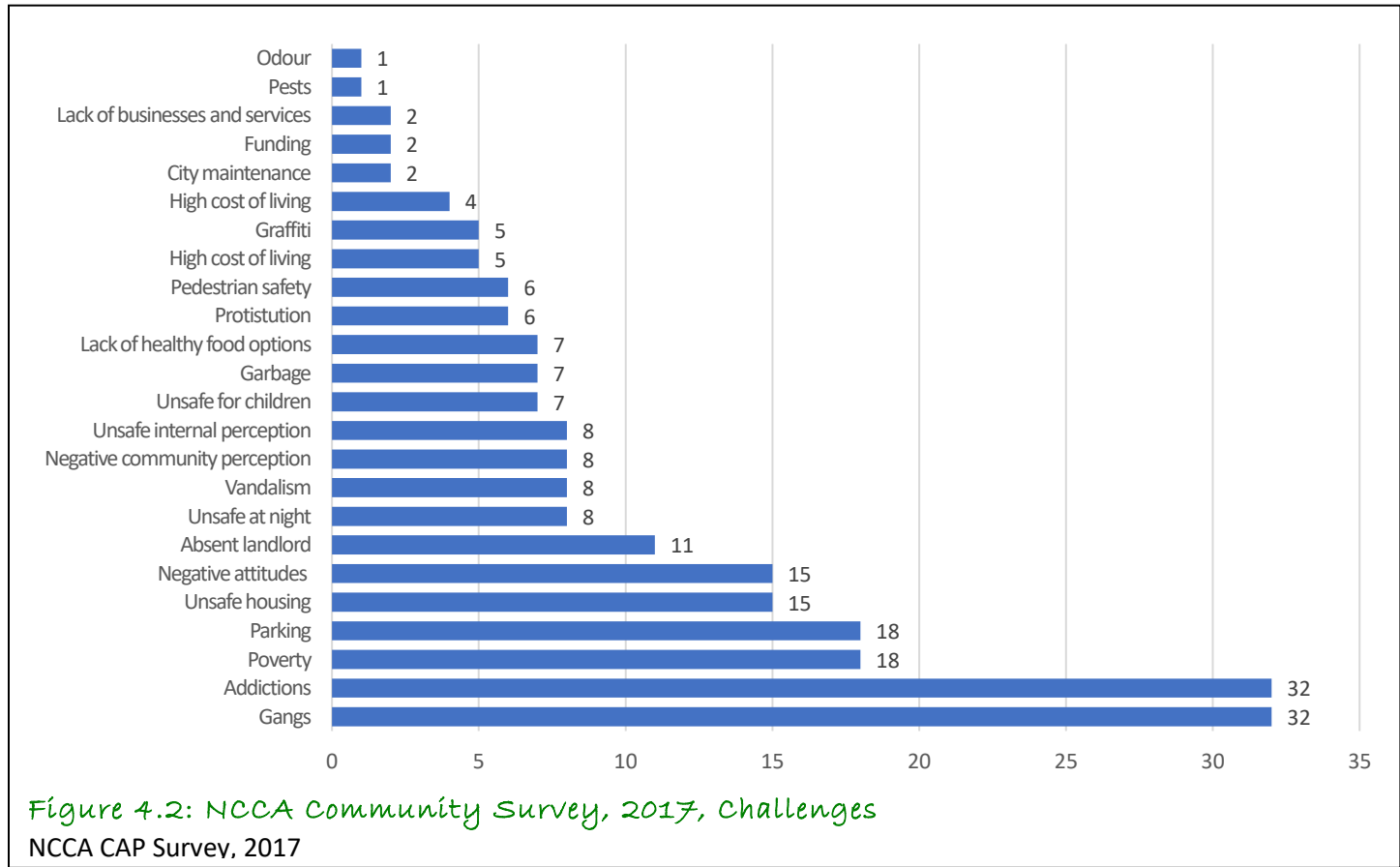
A prequalifying question asked participants if they had participated in the engagement process. Of the 267 respondents, 251 shared this was their first time participating, 14 shared they had participated previously, and two did not provide an answer.

The first question asked participants: *What do you value most about the North Central neighbourhood? Think about any and all features, services, or other amenities you most appreciate and value.* There were 227 responses to this question. Participants responded in open-ended remarks and included the following, comments are shown in order of most to least repeated:

- Sense of community and the feeling of belonging (48);
  - General appreciation of everything in the neighbourhood (42);
  - The people (34);
  - Home of the Saskatchewan Roughriders (27);
  - Great place to live and make a home (15);
  - Amenities for children and youth (13);
  - The location of the neighbourhood and proximity services and other neighbourhoods (13);
- Community organizations (11);
  - Community events and activities (11);
  - Physical and natural environment (10);
  - Public recreation (8);
  - Affordable housing (7);
  - Walkable (5);
  - Public transit (5);
  - The neighbourhood is quiet (5);
  - Volunteers (5);
  - Community centre (4);
- Great history (4);
  - Family centre (4);
  - Commercial services (4);
  - Diverse neighbourhood (3);
  - Police presence (3);
  - Neighbourhood watch (2);
  - Funding for services (2);
  - Adult services (1); and,
  - Seniors (1).

Other improvements that were shared by single individuals included having a grocery store; provide more funding to programs and services; affordable or free programming; and, increase safety in the area.

The next question asked about *challenges* that the community faces. In total, 157 responses were given to this question. Overarching themes that were made apparent included crime; safety; housing; stereotypes; maintenance and cleanliness; infrastructure; community involvement; and, a lack of services. Gangs and addictions were mentioned as the two greatest challenges in North Central. Figure 4.2 illustrates the comments made by the number of times the comments were shared.



There are four qualities that make a great place: comfort and image; access and linkages; uses and activities; and, sociability. Project for Public Spaces evaluates great places around the world based on these four qualities and their

key attributes, intangible resources, and measurements.<sup>60</sup> Participants were asked to *rate attributes of the four qualities* to identify where gaps are in what makes North Central a great place. Using a likert scale, participants were asked to rate the attributes poor, fair, average, good, or excellent, where 199 participants provided answers. Likert scales are used to help quantify emotionally qualitative information in regard to importance or satisfaction. Table 4.1 provides the frequency of ratings by quality and attribute and the average rating that respondents shared for each attribute in the four qualities is shared in brackets.

*Table 4.1: Frequency of Ratings for What Makes a Great Place*

NCCA CAP Survey, 2017

Quality	Attribute	Poor	Fair	Average	Good	Excellent
<b>Comfort and Image</b>	<i>Overall Attractiveness (2.5)</i>	49	43	<b>65</b>	26	8
	<i>Feeling of Safety (2.5)</i>	53	45	<b>54</b>	23	15
	<i>Cleanliness/ Maintenance (2.1)</i>	61	<b>64</b>	46	12	6
	<i>Comfort of Places To Sit (2.1)</i>	<b>81</b>	40	28	18	12
<b>Access and Linkages</b>	<i>Connectivity to the Rest of the City (2.9)</i>	33	29	<b>53</b>	51	15
	<i>Ease of Walking/Mobility In Neighbourhood (3.1)</i>	30	36	45	<b>56</b>	25
	<i>Transit Access (3.7)</i>	5	19	44	<b>66</b>	42
	<i>Clarity of Information/Signage (3.2)</i>	18	33	<b>60</b>	45	29
	<i>Overall Accessibility (3.2)</i>	14	25	<b>62</b>	<b>62</b>	20
<b>Uses and Activities</b>	<i>Mix of Uses (Housing, Services, Stores) (2.4)</i>	45	48	<b>60</b>	25	5
	<i>Frequency of Community Events (3.5)</i>	9	44	132	<b>284</b>	155
	<i>Overall Busy-Ness of Area (3.4)</i>	5	17	<b>80</b>	55	21
	<i>Economic Opportunity (2.2)</i>	50	<b>51</b>	48	12	5
<b>Sociability</b>	<i>Street Liveliness and Activity (3.0)</i>	22	46	<b>57</b>	39	25
	<i>Evidence of Volunteerism (3.2)</i>	17	37	45	<b>51</b>	26
	<i>Sense of Pride and Ownership (2.8)</i>	40	32	<b>57</b>	34	20
	<i>Presence of Children (3.7)</i>	7	22	38	<b>59</b>	55
	<i>Presence of Seniors (3.6)</i>	11	24	36	<b>56</b>	51

The most agreed statement was the frequency of community events with 284 respondents rating it as good. The least agreed with was comfort of places to sit with 81 respondents rating it as poor. The majority of other ratings were shared as average.

The next portion of the survey was identifying opportunities. Participants were asked: *What are some specific short term/quick win improvements you would like to see in North Central?* Of the 267 respondents, 220 provided an answer to this question. The following is a listing of participants responses arranged by the number of times the response was shared.

- Increase neighbourhood pride through yard maintenance and home repairs (19);
- Enhance and develop more recreational amenities (18);
- Have age-specific programming for all ages (16);
- Increase lighting (15);
- Offer healthy food options including food trucks, grocery stores, and community gardens (13);
- Create and maintain an anti-gang strategy (13);
- Repair and maintain roads (15);
- Clean up the garbage in yards, alleys, and provide more garbage bins and pick ups (15);
- Provide more economic opportunities including Canadian Indigenous run businesses and promote entrepreneurship (14);
- Provide housing and shelter for those needing detoxification (3);
- Reduce vandalism (3);

<sup>60</sup> <http://www.pps.org/reference/grplacefeat/>

- Ensure homes are adequate and safe (12);
- Police presence (11);
- Focus on child safety (7);
- Beautifying the neighbourhood by planting more trees, providing more greenspace, and adding flower pots in the summer (10);
- Repair and maintain sidewalks (9);
- Continue to provide community events (9);
- Have more art in the community (5);
- Make programs more drop-in type (5);
- Make homes affordable (5);
- Neighbourhood watch programs (4);
- Educate the public with skills development and crime prevention (4);
- Ensure there is wheelchair access to programs, services, and facilities (2);
- Develop a parking strategy around major events (2);
- Improve public transit (2);
- Increase volunteerism (2);
- Ensure the City is investing in infrastructure (2);
- Remove graffiti (2);
- Maintain health clinics (1);
- Make programs affordable or free (1);
- Events to be located in parks (1); and,
- Cultural events included (1).

The next question in the survey asked participants to think about the *future and what would be essential for the success of the community*. Of the 224 responses, participants top successes included:

- Increasing safety and decreasing crime (55);
- Addressing housing issues (27);
- Increase community pride through events (23);
- Economic opportunities (22);
- Community involvement and ownership (20);
- Clean the community by removing garbage and graffiti (13);
- Ensure traffic safety through road repairs and improved public transit (10);
- Promote healthy eating (9); and,
- Increased public awareness (8).

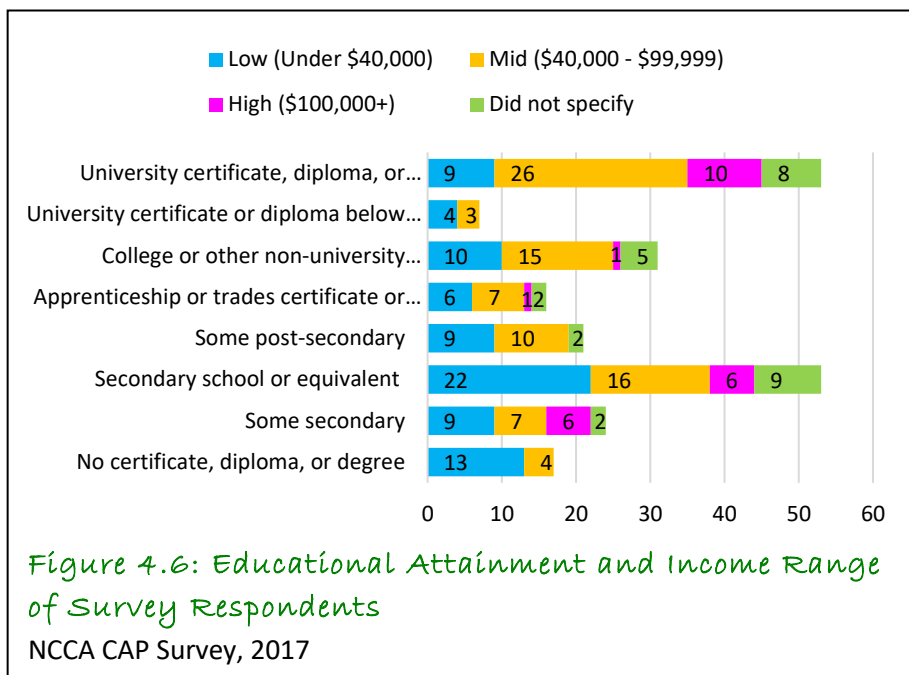
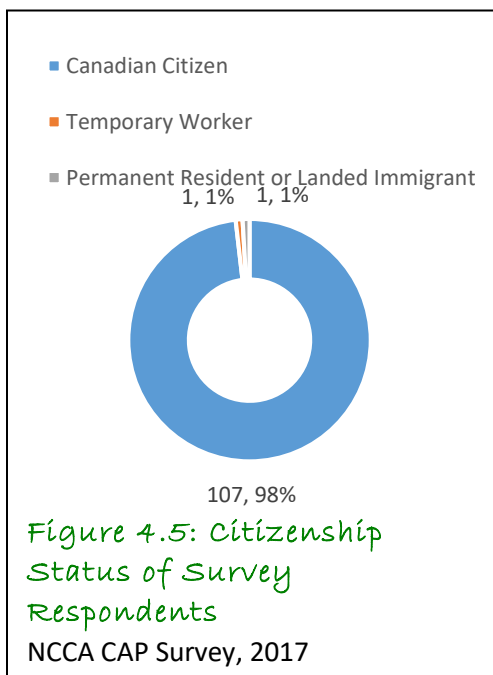
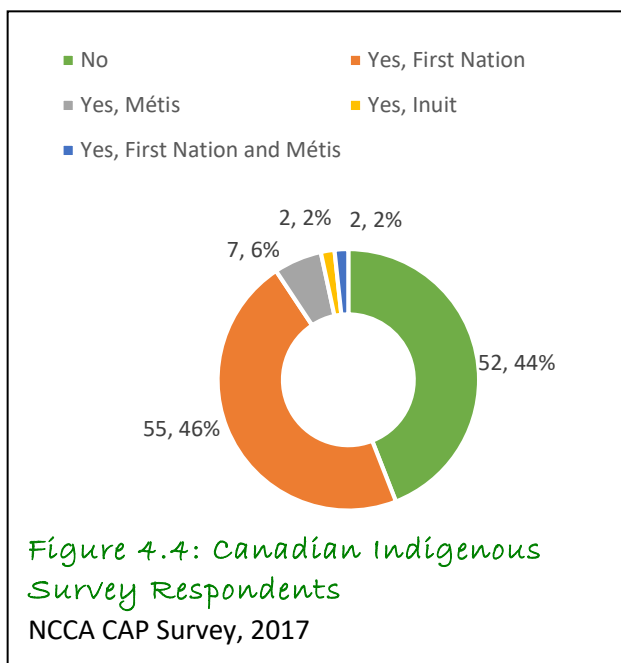
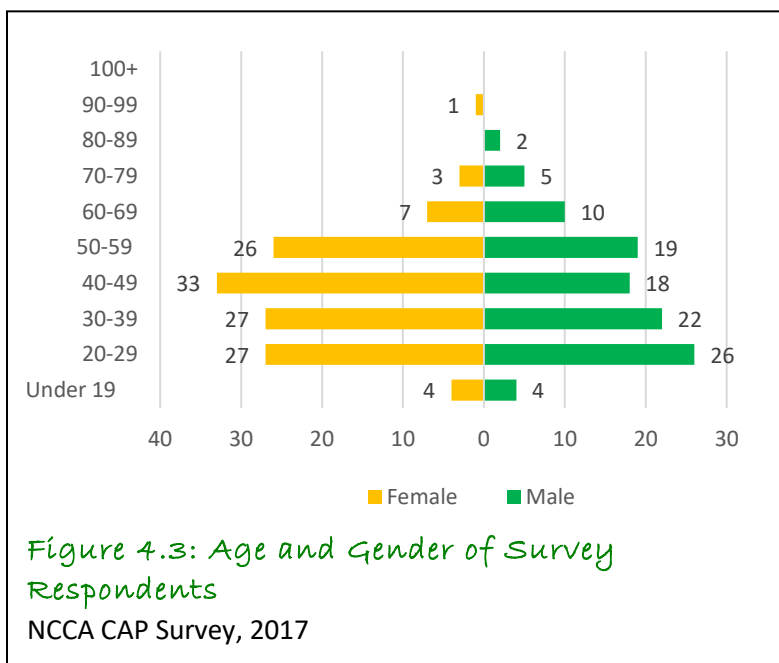
In the final question, participants were asked to share if there was *anything else they would like to share in regard to the North Central Community Action Plan*. There were a total of 83 responses to this question. Responses from this question reinforced previous comments. Themes that were reiterated were:

- Increase safety and reduce crime;
- Provide healthy food options;
- Continue to provide accessible and affordable programs and events;
- Ensure housing is affordable, safe, and accessible;
- Increase community involvement;
- Clean the community; and,
- Repair and maintain infrastructure.

Other topics that emerged included the need to support community resources and ensure that communication is update and incorporates upcoming events and programs.

The last part of the survey asked participants to share some *demographic information*: their age; income range; gender; citizenship status; educational attainment; neighbourhood of residence; postal code; and, if they self-identify as Canadian Indigenous. Figures 4.3 to 4.6 provides snapshots from the make-up of the participants that shared their information, a total of 237 responses.





Respondents that shared where they are from ranged across the province. Of the respondents 94 shared they were from North Central and approximately 70 from other neighbourhoods in Regina. Those from outside Regina included: Melville (4); Moose Jaw (3); Saskatoon (3); Rural Municipality of Norton (1); Pense (1); Yorkton (1); and, Craven (1).

### 4.1.3 Interagency Meeting

An invitation to an interagency meeting that brings together representatives from different service providers in North Central was extended to consultants. During this meeting, an overview of the project was prepared along with some preliminary results of intercept surveys. Attendees of the interagency were asked to complete surveys. Their input would be included in the survey responses above.

#### 4.1.4 Targeted Meetings

The City of Regina's planning and community services departments were engaged in meetings to further gather information specifically related to the City of Regina and gather their input into the process. The discussion with the Planning and Development department resulted in the following key points:

- North Central's Neighbourhood Plan will be a priority due to Revitalize Regina Initiative that was brought about by the development of the new Mosaic Stadium;
- Taylor field will be developed as a new residential area and suggestions are open for development;
- Reviewing other Neighbourhood Plans that are similar, such as the Heritage Neighbourhood Plan, to draw ideas from;
- Review and align with other City planning initiatives including the Transportation Master Plan, Housing Strategy, Recreation Master Plan, and Cultural Plan;
- No zoning changes had been made other than for two lots, one being the Mâdawêyatitân Centre; and,
- Be sure to involve emergency personnel, including fire, police, and health staff.

The targeted meeting with community services resulted in these key points:

- The City of Regina is a core funder to the North Central Community Association. Grants are also available for programming and service through the Grants Initiative Program;
- City facilities are valued assets in the community;
- A concern that the community address is safety and ensuring that the community is a safe environment for all ages;
- Infrastructure is a concern and is being reviewed by City departments at the time of this meeting;
- Retaining and attracting new businesses to the area is a priority, including a grocery store;
- The Mâdawêyatitân Centre is a partnership that will build stronger relationships with the City and the community;
- Partnerships like the one at the Albert Scott Centre has been successful; and,
- Community involvements and initiatives in the North Central neighbourhood are being developed everyday and ongoing initiatives are successful and provide value to the community.

## 4.2 Issues Identified

As shared in the community voice, there were a number of concerns that were identified in the community. The following provides an overview of issues to address.

- **Housing** – education for renters and home owners on home and yard maintenance; correcting absentee landlords; helping to provide graffiti removal, yard maintenance, snow clearing to seniors and those living with disabilities; ensuring homes are safe and affordable; and, developing a program to help increase home ownership;
- **Safety** – increase 'eyes on the street' by increase police presence and incorporating a neighbourhood watch program and possibly cameras; reduce crime by addressing poverty and addictions; clean up garbage and alleys; develop and utilize an anti-gang strategy; provide safe activities for age specific groups, including children, youth, adults, and seniors; add LED street and alley lighting;
- **Infrastructure** – ensure roads and sidewalks are repaired and maintained; improve public transit; incorporate bike lanes and walking paths throughout the community that links to other neighbourhoods; ensure civic services like garbage pick-up and recreational amenities are maintained and affordable; and,
- **Economics** – improving services in the community by welcoming new entrepreneurs and businesses to locate in the neighbourhood; provide healthy food options through restaurants, food trucks, and affordable grocery stores; promote Canadian Indigenous businesses in the area.

## 4.3 Priority Action Areas

There were a number of action planning themes that arose from the different types of community engagement methods used through this planning process. The themes that were identified included:



The theme of **housing** explores home ownership and rentals, including landlords; yard and home maintenance; and, affordable and adequate, safe housing. This theme incorporates overcrowding, the accessibility of housing and the effort of finding a place to call 'home', and new development and infill.

The **crime and safety** theme included the need for police presence; potential for community watch or neighbourhood patrol; addressing addictions and harm reduction strategies; removing gang activity in the area; more street and alley lighting; cleaning garbage; incorporating cameras; replacing graffiti and vandalism with public art and community murals; and, increasing pedestrian and traffic safety.

**Community pride** includes the sense of belonging, community, and celebrating friends and family through events and community activities. This theme also includes the pride taken in the community that is expressed through volunteering and the work that goes into the cleaning the area's garbage, incorporating art and overall beautification of the neighbourhood. Through community, pride the stereotype and feeling of fear and crime will change to a community that is owned and cared by the residents.

The theme of **parks, recreations, and green space** is seen as very important to the community. Providing safe spaces for all ages to enjoy nature, play, and recreate that is affordable and accessible. This includes recreational facilities and programming that is offered to residents in the community and serves the city as a whole. Ensuring that green space is protected and enhanced was shared as a priority to the community.

Community-based efforts, partnerships, and collaboration of all types are identified strongly through this process. Offering services and funding programs would not be possible in the community without the countless **partnerships** that benefit the community.

Providing affordable and accessible **programs and services** to the residents of North Central and neighbouring communities in the Regina area is essential for the community. Programming and services that were mentioned in the community engagement included: family friendly activities; age specific activities (child, youth, adult, senior); health related services; education and schools; community gardens; addictions help; and, victim services.

**Economic opportunity** is a theme generated by the need for more employment and business needed in North Central. Businesses that were identified as a necessity include: grocery stores; convenience stores; healthy food options; restaurants and food trucks; and others. Entrepreneurship and Canadian Indigenous run organizations are shared as welcoming and important to have in the community. New development for commercial businesses is a priority for the community.

Improving **infrastructure** includes the need to repair and maintain infrastructure including sidewalks and roads. Providing wheelchair and stroller friendly infrastructure will help the community in their day-to-day activities. Parking and lighting are as key priorities for the community. Timely and consistent civic services including garbage pick-up and transit are shared as essential for residents.

## 5. Putting the Community Voice into Action

The following section provides specific details about how the Community Action Plan will come to life through actions taken in the short, mid, and long-term by the North Central Community Association and other stakeholders that may be identified; these may include suggestions to community organizations; agencies; and, the City of Regina. The contents of this section are informed by the community's voice coupled with the technical input and feedback of the key stakeholders through this process. Contained specifically in this section is a breakdown, by theme, of the community's voice, key goals, and actions and initiatives required to ensure the MCAP will lead to measurable positive change in the community of North Central.

Appendix "A" provides illustrative maps related to the following action items and initiatives that pertain to identified locations.

### a. Play Space (Recreation and Green Space)

This theme speaks to the amount of recreation and green space that is available in North Central. Heard throughout the community engagement and data collection process, it is apparent that North Central is rich with a variety of recreational and green spaces for community members and visitors to enjoy. Moving forward, there is great opportunity for the community to ensure their park spaces and recreational areas remain places for all community members to come together.

Table 5.1: Play Space (Recreation and Green Space) – Recommended Action Items and Initiatives

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
<b>Ensure open/green spaces and recreational areas remain accessible to all community members.</b>	Park improvements to Kinsmen Park and Dewdney Park were identified through this process. This includes opportunities to explore improvements to programming and access, including making parks wheelchair and stroller accessible and moving Frisbee golf to the north side of Kinsmen Park.	COR, NCCA	Sponsors, RQHR, Health Promotion			✓		Tie into a new spray park/splash pad Core Ritchie play structure is accessible
	Review park space programming and explore opportunity and engage the community regularly about incorporating additional programming in park spaces throughout the year, e.g. an outdoor walking group; host more community events with free activities for all ages.	NCCA, Erhlo Sports	CBO, COR, Schools, Daycares, Sponsors	✓				
<b>Maintain community recreational facilities and amenities to a satisfactory level.</b>	Continue to work with the City of Regina's Parks and Recreation, and Planning Departments to ensure recreational areas are maintained.	COR	NCCA, Employ. Centre			✓		Opportunity for community employment
	Reduce the use of pesticides and herbicides. Landscape with indigenous plants and use natural deterrents as pesticides and herbicides.	COR	NCCA	✓				Resources available at: <a href="http://cpaws-sask.org">cpaws-sask.org</a> & <a href="http://pcap-sk.org">pcap-sk.org</a>
	Work with community members and organizations to ensure facilities and amenities are maintained and safe to use. Facilities include the Sportplex Fieldhouse and Lawson Aquatic Centre.	COR	NCCA, Enviro-Health, RQHR, CBO, FBO	✓	✓			Relates with TRC Calls to Action #87-88
	Work with the City to ensure park	COR,	NCCA,		✓			



	amenities such as benches, picnic tables, and others, are maintained and added where able.	Sponsors	RQHR, Health Promotion, Age-Friendly SK, RSTC					
<b>Focus on year-round recreational programming informal, formal, indoor, and outdoor areas.</b>	Maintain an inventory of programs that are offered through NCCA and potentially other community organizations throughout the year to identify successes and opportunities.	NCCA, 211 SK, SPRA	NC Interagency Group, Tourism Regina, United Way, CBO, FBO, COR	✓	✓			Rent sports fields to leagues
	Continue to promote activities and events through a community calendar.	NCCA	NC Interagency Group, Tourism Regina, United Way, CBO, FBO, COR	✓	✓			
	Continue to support other community organizations and municipally-led initiatives that provide year-round programming and identify opportunities for potential partnerships.	COR, NCCA, Erhlo Sports	CBO,	✓				Includes: smudge walk; rainbow youth; IMCF & NCCA annual events. More support for events[MP1]
	Increase impromptu events, e.g. block parties and water fights in the summer, skating and hot chocolate stands in the winter, and other community celebrations.	NCCA, Erhlo Sports	RPS, RFPS, COR, CBO, FBO	✓	✓			Ensure community input in planning events
<b>Explore opportunities for new or expanded recreational facilities in North Central</b>	Continue to engage with community members and stakeholders about the types of recreational amenities that would be enjoyed in North Central.	NCCA, Erhlo Sports	RQHR, Health Promotion, CBO, COR	✓				
	Promote recreational activities to community members and other residents of Regina. Include a number of communications e.g. print, social media, word of mouth, and others.	NCCA, COR	Erhlo Sports, Local Media, CBO, Rec Sports Leagues, RQHR, Health Promotion, UofR, FSIN		✓			Centralized bulletin board (physical or online) Utilize social media Enhance the online presence Ongoing health piece in Community Connection
	A new spray park and updating the splash pad/spray park in Kinsmen Park were identified through the engagement process. Opportunities for this may be explored in partnership with organizations or the City.	OCR, COR, NCCA	NCCA, Sponsors			✓		

## b. Partnerships

Partnerships speak to the strong network that is found within North Central, from the Community Association itself, to: Indigenous groups; faith-based organizations; community-based agencies; other community members; and, individuals are committed to ensure North Central is a safe, viable, and vibrant place to live and work in. North Central is a tight-knitted community that pulls together, and moving forward, the Community Association can continue being a leader to ensure cooperation and collaboration among residents and organizations.

Table 5.2: Partnerships – Recommended Action items and Initiatives

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
<b>Create opportunities for viable partnerships, shared resources, and databases.</b>	Continue to be a leader in the community to facilitate partnerships with organizations, community groups, and the City.	NCCA	CBO, FBO, COR, RQHR, Good Life	✓				Explore a Partnership Liaison position
	Continue to utilize social media and other web-based services in communications to share information about community-based events, organizations, and other opportunities.	NCCA, UofR	RPS	✓				Utilize NCCA Community Connection
	Continue to publish the Community Connection paper and share information about community-based events, organizations, and other opportunities. Promote 'feel good stories' about the community.	NCCA	Together Now, Access Local, Leader Post, Prairie Dog, The QC, Tourism Regina	✓				Media to pick up stories/articles from Community Connection to target a bigger audience
	Update, maintain, and share an organization/ agency database to be utilized by various organizations and individuals.	UofR, 211 SK, Direct West, CBO	NCCA	✓				Organizations to update their own information
<b>Celebrate the strong volunteerism found in the community.</b>	Increase awareness of volunteering through communications and other methods to encourage others to volunteer in North Central.	NCCA, UofR, FSIN	4 Directions, United Way	✓	✓			Utilize social media
	Promote community-based volunteer opportunities by developing a volunteer database. Explore what volunteers are passionate about and incorporate into the database to fit the volunteers to initiatives they will enjoy.	NCCA, Good Life, VSSN	4 Directions, Sask Polytech, UofR, CBO, Employ. Centre		✓			Utilize organizational/ agency functions to start
	Continue to be a leader and facilitate partnerships between cultural organizations, schools, and community groups.	Together Now, NCCA	CBO, Schools, RPS, RBE/RCS	✓				Explore a Community Liaison position
<b>Promote positive perceptions about our identity as a community and our unique sense of place.</b>	Lead and support programming and education that targets the elimination of racism and discrimination.	NCCA, All Nations Hope	RBE/RCS, AFCS, RODS	✓	✓			Relates to TRC Calls to Action #36, 43, 48, 62
	Support and encourage actions and programs from various community-based organizations that bring people together to build positive relationships.	COR, NCCA	CBO		✓			
	Work with local media to increase 'feel	NCCA	Access Local,	✓	✓			Relates to TRC Calls

	good stories' about North Central to improve public perception of the community. Include recognition for volunteers.		SaskTel, Local Media					to Action #84-86
<b>Seek potential funding partnerships.</b>	Approach potential partners to help with raising funds for projects, events, programming, and more. Sponsors may include: Saskatchewan Roughriders, Mosaic Potash, other agencies, companies, philanthropists, and different orders of government.	NCCA	CBO, FBO	✓				

## c. Services and Programming

Services and programming speaks to the different amenities in North Central that serves the diverse population. There are services and programming that are available for children, youth, young families, adults, Elders and seniors, and more. Through the community engagement process, it was heard that maintaining the current services and programming should be kept as a priority. Many community members rely on the services and programs available from the North Central Community Association, faith-based organizations, and other community agencies.

**Table 5.3: Services and Programming – Recommended Action Items and Initiatives**

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
<b>Focus on inclusionary programs, services, amenities, and initiatives that are also culturally appropriate that embrace the diversity of the neighbourhood.</b>	Support and lead initiatives that ensure welcoming spaces for youth, Elders, and multi-generational families.	NCCA, COR, CBO	RODS, Schools, All Nations Hope, RPL, RBE/RCS			✓		RPAC Mâdawêyatitân Centre
	Identify potential areas of need for additional programming of public spaces near Mosaic Stadium, Dewdney Park, Mâdawêyatitân Centre, and 5 <sup>th</sup> Avenue.	COR, RRI, NCCA	SK Riders, Regina Pats, Schools			✓		
	Continue to provide all-ages programming in community centres such as the Mâdawêyatitân Centre and the Regina Performing Arts Centre.	NCCA	COR, CBO, Ehrlo Sports, AFCS	✓				
	Explore opportunities for more youth-friendly programming targeted in the evenings, weekends, and holidays.	NCCA, Ehrlo Sports, NCFC, RBE/RCS, COR	AFCS, Rainbow Youth		✓			Relates to Calls to Action #66 Include after school programs Mâdawêyatitân Centre
<b>Support educational facilities and opportunities in the neighbourhood.</b>	Advocate for community members on the need for additional daycare centres.	NCCA, Parents	COR, P-Gov't, F-Gov't, Daycare Assoc.		✓			
	Continue working with schools to ensure education facilities are maintained and a safe space for children, youth, and the community to gather all year round.	Schools, COR, RBE/RCS	SACYW	✓				
<b>Support organizations and initiatives that provide health services.</b>	Continue to provide support to organizations that are partners with the North Central Community Association.	RQHR, COR, United Way, 4 Directions, NCCA	CBO, Egadz Saskatoon	✓				
	Support initiatives and advocate for community members on the need for a wellness detox centre.	NCCA, RQHR	Elders, FNU, SEARCH, 4 Directions, Street Culture Project, Fox Valley, All Nations Hope, Good Life, FN&M			✓		Relates to TRC Calls to Action #20, 31, 33-41

<b>Work with community members to promote local food production and food security.</b>	Support and expand the existing community gardens available in North Central.	NCCA	COR	✓				Provide space for resident's plot & an orchard
	Work with the City on identifying additional plots of land for more community gardens, in potential vacant properties or in the new development of Taylor Field.	NCCA, Community Gardens Association, UofR, CRU	COR, FN&M		✓	✓		Provide space for resident's plot & an orchard
	Continue community engagement regarding the need of food banks and healthy food options to ensure access for all community members.	REACH, Food Bank, United Way, RQHR, RODS	NCCA, FN&M	✓				Urban Reserve grocery store



## d. Groundwork (Infrastructure)

Infrastructure and related resources play an important role for the community. This theme speaks to the importance of ensuring infrastructure is maintained for a healthy community. Many community members identified areas of concern regarding infrastructure improvement including lighting of areas, ensuring wheelchair accessibility, and overall road improvements.

Table 5.4: Groundwork (Infrastructure) – Recommended Actions Items and Initiatives

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
<b>Focus on maintaining North Central as a safe place for pedestrians to walk in.</b>	Continue to work with community members and organizations to identify areas of concern for pedestrians including: lighting; cross-walks; trails; and, sidewalks. Identified safety concerns are along Dewdney Avenue, 7 <sup>th</sup> Avenue, 5 <sup>th</sup> Avenue, 4 <sup>th</sup> Avenue, near schools and parks.	NCCA, WPL, RPS, CBO, COR	RBE/RCS, RFPS, RQHR, Health Promotion	✓	✓			Include school safety patrols
	Advocate for community members to the City on helping to improve areas of concern for pedestrian activity.	CBO, NCCA	Businesses, RQHR, Health Promotion, COR, RPS, RFPS		✓			Ensure alleys are monitored and City bylaws enforced
	Work with the City to ensure sidewalks and public areas remain accessible for all community members, including reduced mobility, wheelchair, and stroller access.	COR	NCCA, Age-Friendly Regina		✓			
<b>Focus on the overall traffic safety of North Central.</b>	Areas of traffic concern that have been identified includes 4 <sup>th</sup> and 7 <sup>th</sup> Avenue – cooperation and communication with the City is needed to ensure there are safety measures in place, including proper lighting, signage, and others.	COR, NCCA	RPS, RFPS, Sask Power, RQHR, Health Promotion		✓			Monitor lights to replace burnt out bulbs Consider more crosswalks, 4-way-stops, roundabouts, and slower speeds around parks and playgrounds
	Explore opportunities to improve existing trails and networks that connect users to other nodes around the community and city, including improving pedestrian safety between North Central, Heritage, and the Downtown.	NCCA, COR, Central Zone Board	RRR, C-Assoc, RQHR, Health Promotion			✓		Identify historical points of interest Ensure trails are multi-modal and multi-use
<b>Incorporate multi-modal transportation.</b>	Advocate with the City and other organizations for opportunities to improve public transit in North Central.	NCCA, COR, Regina Transit	CBO, RQHR, Health Promotion			✓		
	Identify potential bike lanes to incorporate in the neighbourhood. Bike lanes for consideration may be on 7 <sup>th</sup> Avenue, 5 <sup>th</sup> Avenue, and 4 <sup>th</sup> Avenue.	NCCA, Bike Regina, COR	RPS, RFPS, RQHR, Health Promotion			✓		

Explore a bike share option, were donated bikes are loaned out for use.	Bike Regina, NCCA	COR, RPS, RFPS, RQHR, Health Promotion			✓		
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## e. Housing

Housing in North Central comes in a variety of forms, from single unit dwellings to multi-unit apartments. There is a mix of styles that are found throughout the neighbourhood. Through the community engagement process, community members noted the need for quality places for families and individuals to call home. Moving forward, there is opportunity for this Plan to advocate for community members to ensure housing remains attainable, along with the access to quality homes.

**Table 5.5: Housing – Recommended Action Items and Initiatives**

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
<b>Ensure housing remains attainable in North Central.</b>	Work with the City of Regina and other housing-focused organizations to create/review an attainable housing strategy that targets priority needs.	COR, NCCA, Habitat for Humanity, Silver Sage, Gabriel Housing, YMCA, CMHC	SHC, FN&M, Carmichael Outreach, SHC, Ehrlo Housing, F-Gov't, P-Gov't	✓		✓		
	Advocate for the community to identify new policies and potential incentives for private, public, and non-profit sector developers to create new affordable housing stock.	NCCA, RHP	YMCA, YWCA, HBA, COR, NHC, Developers		✓			Work with landlords for rental opportunities
	Collaborate with other levels of government for adequate funding for affordable housing.	NCCA, COR, FN&M, P-Gov't, F-Gov't	CMHC			✓		
	Develop a rent-to-own program that helps individuals set up for home ownership. Incorporate educational workshops in the program for home maintenance and budgeting.	FN&M, P-Gov't, F-Gov't, CMHC	YMCA, YWCA, SHC, Gabriel Housing, Silver Sage, NHC, NCCA				✓	
<b>Encourage a range of housing options within the neighbourhood.</b>	Assist in any efforts, where able, to explore housing needs and gaps in the neighbourhood.	NCCA, YWCA, YMCA	COR, Ehrlo Housing, ORT, Landlords Assoc.		✓			
	Work with community partners and the City to create housing solutions that meet the diverse needs of North Central, including, though not limited to: The Indigenous community; Elders and seniors; single parents; new comers; and, others.	COR, NCCA, YWCA, YMCA, FN&M	CBO, SHC, RODS, P-Gov't, F-Gov't, RQHR			✓		Elders housing to be close to grocery stores and have transportation
<b>Ensure rental properties are maintained.</b>	Advocate for a North Central specific community rental board.	NCCA	YWCA, YMCA	✓				
	Implement crime free multi-housing by	COR,	NCCA	✓				

	working with the City and police.	RPS, SHC						
	Continue to support the Housing Standards Enforcement Team.	NCCA, RPS, RFPS	YWCA, YMCA, RQHR, COR	✓				Include Bylaw Enforcement
	Educate renters and landlords on the rental process and home maintenance.	COR, NCCA, RPS, RFPS	YWCA, RPL, ORT, Habitat for Humanity, RSTC	✓	✓			
<b>Provide life skills training on home maintenance and education on ownership and renting opportunities.</b>	Develop workshops for the following: <ul style="list-style-type: none"> <li>○ Navigating the rental process;</li> <li>○ Home ownership opportunities;</li> <li>○ Tennant and landlord rights;</li> <li>○ Home maintenance; and,</li> <li>○ Life skills, including budgeting.</li> </ul>	ORT, F Gov't, P Gov't, SHC, FN&M, COR, NCCA, CMHC, RPS, RFPS	YMCA, YWCA, Gabriel Housing, Silver Sage, NHC, RODS, Ehrlo Housing, RPL, RSTC, Habitat for Humanity, Landlords Assoc.	✓	✓			
	Work with publishing companies to print the Regina Renters Guide.	NCCA, CMHC, COR, SHC	Local Media, Local Papers	✓	✓			Include other publications on home ownership/renting

## f. Crime and Safety

This theme speaks to the overall need for improve safety within the neighbourhood. Heard throughout the community engagement process was the importance of curbing gang activity and ensuring the safety of youth and families. Moving forward, there is opportunity for the Community Association to continue working with the City and other organizations to maintain North Central as a safe community.

Table 5.6: Crime and Safety – Recommended Action Items and Initiatives

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
Ensure North Central is a safe place for all community members and visitors.	Utilize CPTED principles and work with Police, Fire, and other relevant departments when considering the planning and organizing of community gatherings or events.	RPS, RFPS, COR	NCCA, CBO, SK Riders, RQHR, RAMP, Block Parents, Sponsors	✓	✓			
	Continue to support the White Pony Lodge's community watch program.	WPL	NCCA, RPS, COR, Sponsors, RCMP		✓			Include Bylaw Enforcement
	Incorporate more proactive and positive police presence, for example bike patrols, and police attending community events.	RPS, RCMP	NCCA, WPL, CBO, FBO	✓				
	Collect and remove garbage and waste from streets and alleys. Include a recycling incentive program and request more garbage bins and collection times from the City.	WPL, NCCA, RRI, SK Riders	CBO, COR, Atoskata, Residents	✓				Include Bylaw Enforcement Target SK Rider fans for littering
	Develop a yard equipment library that offers rakes, shovels, brooms, lawn mowers, etc. to residents and organizations to help clean up streets, alleys, and yards.	NCCA, COR	CBO, FBO, Sponsors		✓			
	Increase fire safety through education and fireproof garbage bins. This will in turn reduce arson and accidental home fires.	RPS, RFPS, COR, RRI	NCCA, WPL, CBO, Atoskata	✓		✓		Include Bylaw Enforcement
	Increase lighting, possibly LED lighting, on streets, in parks, and on alleys.	COR	NCCA, Sask Power			✓		Consider LED lighting on garbage bins
Continue efforts to education the community on the effects of drugs and alcohol.	Target the youth population with educational programming on the effects of drugs and alcohol use.	RQHR, NCCA, RPS	RBE/RCS, Rainbow Youth, Ranch Ehrlo	✓		✓		Utilize social media
	Develop an awareness campaign on the underlying factors of addictions, how people can help, and where to access help.	NCCA, 4 Directions, Ranch Ehrlo, RQHR	RPS, CBO	✓		✓		Relates to TRC Calls to Action #19-24, 33-34 Tie into community events
	Implement a drug and alcohol-free policy in North Central events and gatherings.	RPS, COR, RRI, NCCA	Good Life			✓		



<b>Reduce the amount of gang activity that occurs in North Central.</b>	Work with Police, the City, and other organizations and agencies on efforts to curb gang-activity and further develop a gang exit strategy.	NCCA, RPS, COR	Ranch Ehrlo, CBO, P Gov't, Elders, 11UI	✓	✓			Mâwawêyatitân Centre Review best practices that have seen recent success
	Provide a 24-hour youth safe shelter that has staff on hand to help with supports and counselling. Provide programming, activities, and nutritious meals for youth.	Ranch Ehrlo, NCCA	Elders					Mâwawêyatitân Centre
	Continue to review and implement the anti-gang strategy with the City of Regina. There may be opportunities to explore different approaches.	NCCA, COR, WPL, RPS	CBO, 11UI, Ranch Ehrlo	✓				

## g. Community Pride

Community pride speaks to the diversity of the community and the pride that members have. North Central is one of the oldest communities in Regina with a rich history and the diversity of the population. Heard throughout the community engagement process was the need to continue showcasing the community pride through a variety of means, including murals, community events, and more.

Table 5.7: Community Pride – Recommended Action Items and Initiatives

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
<b>Continue the acknowledgement of the diversity of the community, including the acknowledgement of newcomers and Treaty 4 and Métis traditional lands.</b>	Work with the City and other organizations on proper acknowledgments of the different cultures and backgrounds in North Central.	NCCA, RMC, MCS	COR, FN&M, RODS, FNU	✓				Relates to TRC Calls to Action #5, 43-44, 55, 57, 62-65, 93
	Programming and services available in North Central will continue to be provided in a culturally appropriate and sensitive manner, e.g. acknowledging Treaty and Métis lands, ensuring an opening and closing prayer is made for meetings and events.	NCCA, CBO, FBO	FN&M, RODS	✓	✓	✓		Relates to TRC Calls to Action #5, 53-54, 57, 62-65, 93 Mâdawêyatitân Centre
<b>Explore creative approaches that add to the vibrancy of North Central.</b>	Continue to explore and conduct best and promising practice research of creative tourism opportunities of similar scale, e.g. a walking tour of public art and murals in the community, Jane's walk, or an eco-museum.	NCCA, Tourism Regina	Tourism SK, MAS	✓			✓	
	Explore further culturally appropriate initiatives such as honouring Treaty/traditional lands with banners or other visual methods. This includes integrating newcomer culture into the vibrancy of North Central.	NCCA, All Nations Hope	FN&M, RODS, TRC, COR, P-Gov't, F-Gov't, CBO			✓		Relates to TRC Calls to Action #15, 57, 79-83
	Events that bring community members together such as block parties and community gatherings will continue to be supported and possibly expanded where able.	NCCA, All Nations Hope	COR, RPS, RFPS, SEARCH	✓	✓			Ensure community members have input on events
<b>Consider opportunities of enhancing North Central's image.</b>	Changing the name of Dewdney Avenue into a more culturally relevant and appropriate name that has been identified through this process. This is to be encouraged through further exploration with the community.	COR, SK Culture, NCCA, BPAI	UofR, FN&M, RODS			✓		Relates to TRC Calls to Action #79
	Incorporate multi-lingual signage in the community, utilizing Canadian Indigenous languages. Begin the implementation with easy things that can be renamed and gradually move to bigger items.	NCCA, Elders, COR	UofR, FN&M, RODS, RPL	✓	✓		✓	Relates to TRC Calls to Action #13-17 Approach those who teach the languages
<b>Focus efforts on community</b>	An 'arts corridor' has been discussed through this process. Development of	COR, RRI,	Sponsors, CBO,			✓		Relates to TRC Calls to Action

<b>beautification through innovative efforts.</b>	Taylor Field, the new Mosaic Stadium, and 5 <sup>th</sup> Avenue have been identified as potential areas. Working with the City and organizations to kick-start this process is important. Include graffiti or chalkboard walls in parks.	RMC, MCS, RODS, NCCA	Businesses, SK Riders, Mosaic Potash					#79, 83
	Incorporating flower pots in the summer along 5 <sup>th</sup> Avenue, Dewdney Avenue, 7 <sup>th</sup> Avenue, 4 <sup>th</sup> Avenue, and other major road networks.	COR, NCCA	CBO, Businesses, Sponsors, Greenhouses, Floral Conservancy, Daycares, NCFC, Rainbow Youth, Landlords Assoc.		✓			Incorporate planting into programming
	Create pocket parks and places to sit and enjoy green space. Potential places are vacant properties, where owners would need to be approached for permission.	NCCA, COR	CBO, RQHR, Health Promotion			✓		Consider more community gardens Review the Recreation Master Plan
<b>Celebrate the heritage and arts of North Central.</b>	Murals on 5 <sup>th</sup> Avenue and Dewdney Avenue that acknowledge the Canadian Indigenous heritage were identified as a potential initiative. This can be explored through different partnerships with arts organizations. The creation of an art gallery or eco-museum would assist with preserving art and heritage.	NCCA	CBO, FN&M, FNU, SK Arts Board, RPL, SAA, COR, CWCA		✓			Relates to TRC Calls to Action #79, 83
<b>Take value in the number of events and celebrations that occur in North Central.</b>	Regularly promote current events and activities community members can enjoy throughout the year.	NCCA	CBO, COR, Leader Post, NC Interagency Group	✓				Better online presence Incorporate a community bulletin board

## h. Economic Opportunities

Economic opportunities speak to the businesses and economic development that is in North Central. There are many opportunities that were discussed through the community engagement process, from small-scale commercial activity to finding innovative ways for people to become involved in economic development that will help make North Central a thriving community.

Table 5.8: Economic Opportunities – Recommended Action Items and Initiatives

Priority/Actions	Initiatives	Primary Lead	Potential Partners	Time Frame				Status/Notes
				OG	0-1	2-5	5-10+	
Encourage the entrepreneurship spirit that is present in the neighbourhood.	Work with the business, community, and community organizations to continue to foster a strong economic development profile in North Central.	COR, NCCA, RPS	Businesses, CBO, Local Media, Chamber of Commerce, Small Business Association, BBB			✓		
	Promote North Central as the place to locate Canadian Indigenous run businesses and organizations.	COR, UofR, FNU, GDI, NCCA, RPS	FN&M, FSIN, Employ. Centres	✓				Relates to TRC Calls to Action #23, 83, 92
	Work with Canadian Indigenous Bands to develop Urban Reserve lands between Albert and Angus, and 5 <sup>th</sup> and 7 <sup>th</sup> Ave.	FN&M, FHQTC, FSIN, P-Gov't, F-Gov't, COR	NCCA				✓	Relates to TRC Calls to Action #92
	Focus on opportunities for youth involvement in economic development through training or other initiatives.	NCCA, RBE/RCS, FHQTC	Businesses, CBO, FN&M, Employ. Centres, COR, P-Gov't, Schools		✓			
Encourage businesses and attract more economic development into the neighbourhood.	Work with the business community and the City to explore opportunities for incentives to business owners to maintain the exterior/appearance of their properties.	NCCA, COR, F-Gov't, P-Gov't	CBO,		✓			Include Bylaw Enforcement
	Promote local businesses. With the help of social media and a community calendar promotions would have an online presence.	Businesses, Chamber of Commerce, COR	NCCA, Local Media, Small Business Association, BBB	✓				
	Businesses that have been identified to attract include: <ul style="list-style-type: none"> <li>○ Grocery store;</li> <li>○ Convenience store;</li> <li>○ Restaurants; and,</li> <li>○ Food trucks.</li> </ul>	Businesses, Chamber of Commerce, COR	NCCA, Local Media, Small Business Association, BBB			✓		
Explore innovative	Through pilot projects or one-time events to gauge, opportunities for creative	COR, RRI,	CBO			✓		Pair street fairs with

<b>opportunities for small-scale economic development.</b>	economic development may be explored. Use social media to help with promotion.	NCCA						other events
	5 <sup>th</sup> Avenue and Dewdney – opportunities to create a vibrant corridor should be explored. The 13 <sup>th</sup> Avenue model is an example.	COR, RRI	CBO, All Nations Hope, Businesses, NCCA, P-Gov't	✓	✓			
	Develop a Business Improvement District for North Central.	Businesses, COR	NCCA			✓		
	Advocate with the City to provide tax breaks/incentives for small businesses and Canadian Indigenous run organizations and businesses to locate in North Central. Encouraging entrepreneurship will enhance the economic vitality in the neighbourhood.	COR, P-Gov't, FN&M	NCCA, CBO, Businesses		✓			Potentially raise taxes on undeveloped land to encourage development
	Opportunities for a walking only/friendly area may be explored, including the identified Angus Street or Athol Street.	COR, RRI	NCCA				✓	

## 5.I Community Value Statement

Throughout the community engagement process, the community voiced their values of the neighbourhood. The following image is a Wordle that portrays the values that were shared. A Wordle is a word cloud that visually shows the



Figure 5.1: Wordle of Community values

www.wordle.net

number of times a word is repeated, the larger the word the more times is was mentioned.

The following value statement has been drafted:

*The community of North Central is a neighbourhood that values its diverse people. Residents welcome family and friends to share in the programs, services, and events that bring together all walks of life. Honouring traditional lands and celebrating cultures is at the heart of our community. This historic place coupled with new innovations fosters economic opportunities, recreational activities, and a mix of housing options that are accessible and affordable. Community pride is represented by our countless volunteers and partners who make North Central a great place to call home.*

## 5.2 Neighbourhood Protocol

The North Central Community Association (NCCA) is one of 28 community associations in the City of Regina. The City of Regina provides funding to the Community Association for recreational programs and NCCA has access to a coordinator from the Community Services Department.

The NCCA's mandate is the development of the neighbourhood as a whole, taking a community development approach to ensure that the overall health of the community is being addressed.<sup>61</sup>

The City and the North Central neighbourhood have been working collectively to address opportunities and challenges in North Central. Some of these efforts are described in Section 1.3 Related Planning Initiatives and include, though are not limited to:

- The North Central Community Partnership;
- The North Central Crime Prevention Through Environmental Design (CPTED) Project;
- The Core Neighbourhood Sustainability Action Plan; and,

<sup>61</sup> NCCA Strategic Plan 2016-2020



- The North Central Community Legacy Study.

It is important to the NCCA and community of North Central to continue working with the City of Regina. This includes discussion, collaboration, implementation, and monitoring of initiatives related to planning and development, service and program delivery, infrastructure improvements and development, and others as identified within this Community Plan. To maintain a positive working relationship and achieve this effectively, a suggested practice that is commonly used by municipalities and organizations is the development of a Memorandum of Understanding (MOU). An MOU is a tool that is used to articulate a shared understanding of the parties' working relationship pertaining to objectives that are identified. There are numerous examples of MOUs. One particular example includes an MOU between the City of Yarra, Australia (City), and the Yarra Neighbourhood Houses and Learning Centres (NH&LC). Yarra includes a diverse population of approximately 75,000 people. The City and NH&LC have a common goal to *engage with these communities in determining the provision of equitable recreation, social, vocational, training, environmental and other health and wellbeing opportunities*.<sup>62</sup> The MOU between the City and NH&LC includes the following components:

- Memorandum of Understanding:
  - Parties to the MOU;
  - Preamble;
  - Purpose of the Memorandum of Understanding;
  - Definition and Partnership;
  - Terms and Scope of the Document; and,
  - Benefits of the MOU.
- Key Understandings:
  - 1. Recognition and Respect;
  - 2. Responsibility; and,
  - 3. Mutual Accountability.
- Appendixes:
  - Appendix 1 – Partnership Framework; and,
  - Appendix 2 – Community Development Principles.

A full copy of the Yarra City Council and Yarra Neighbourhood Houses and Learning Centres is provided in Appendix "D".

The NCCA and City of Regina MOU would be reflective of the needs and goals of the two parties. To capture the feedback of the City of Regina and NCCA, a guided process that includes facilitated discussion(s) or workshop(s) would be required.



## 5.3 Promising Practice Examples

Moving forward, there are opportunities North Central Community Association can lead on to ensure the community remains a vibrant, safe community for everyone. The following are some 'quick wins' principles that North Central may consider for small improvements that may lead to lasting change. This process is known as Lighter, Quicker, Cheaper (LQC). The LQC has been developed by Project for Public Spaces, a non-profit planning, design and educational organization dedicated to helping people and communities create and sustain public spaces that build stronger communities.

<sup>62</sup> <http://www.yarracity.vic.gov.au/community/neighbourhood-houses/>

LQC takes incremental steps, using low-cost experiments and tapping into local talents to create livable and vibrant places. It allows for community members to do small-scale experiments to see if it works in a short term, and incrementally, move toward creating a more permanent solution.<sup>63</sup> This includes hosting community events and activities; pop-up community gardens, pocket parks and playgrounds; skating rinks; food trucks; entertainment venues; and, markets and festivals. Buskers and local talents can be showcased in these open areas and can draw in community members and visitors, and foster community pride and involvement.

There are many benefits to communities that implement LQC projects, and as stated by PPS, they include:

- Bringing life and amenities to previously lifeless public spaces;
- Break down resistance to change, while empowering vulnerable or overlooked communities who may have lost faith in even the possibility of change;
- Generate the interest of potential investors, both public and private;
- Establish (or re-establish) a neighbourhood or region's sense of community;
- Inform best practices for later planning efforts;
- Encourage community buy-in;
- Bring together diverse stakeholders in generating solutions and collective vision; and,
- Foster a community's sense of pride, in and ownership of, their public spaces.<sup>64</sup>

Appendix "E" shares examples to consider for implementation.

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<sup>63</sup> Project for Public Spaces. *The Lighter, Quicker, Cheaper Transformation of Public Spaces*. Retrieved from <http://www.pps.org/reference/lighter-quicker-cheaper/>

<sup>64</sup> "Lighter, Quicker, Cheaper." *Project for Public Spaces*. 2015. Retrieved April 13, 2017. <http://www.pps.org/reference/lighter-quicker-cheaper/>

## 6. Final Considerations

Through the CAP, the community has shared their voice and has put into action what they would like in the future of the North Central Neighbourhood. Participants shared their concerns the neighbourhood faces, all the while sharing their love of the community. Many recommendations have come forward through out this process. The following is a listing of high-level recommendations for consideration.



### ***Housing:***

- Identify the needs and gaps of housing in the neighbourhood and address by ensuring a large affordable and attainable rental and ownership housing stock;
- Explore different housing models for different needs;
- Continue to promote crime free multi-housing and the Housing Standards Teams to ensure that homes are safe; and,
- Develop a rental board in the community that advocates for renters and may provide education on home maintenance to home owners, renters, and property owners.



### ***Crime and Safety:***

- Increase safety by increasing lighting in streets, parks, alleys, and more;
- Continue to support and strengthen the community watch program;
- Utilize design concepts through Crime Prevention Through Environment Design (CPTED) to improve safety in the area;
- Improve education on addictions including drugs and alcohol;
- Promote drug and alcohol-free events; and,
- Continue to build and improve the anti-gang strategy in the community and surrounding areas.



### ***Play Space:***

- Maintain and enhance community and recreational amenities. This includes ensuring municipal facilities and parks are kept clean, updated, and are safe for everyone;
- Ensure green space, recreational amenities, and facilities are accessible to all including affordable and for those who are in wheelchairs or use strollers;
- Provide events, impromptu gatherings, and recreational programming throughout the year that is seasonally appropriate;
- Ensure that are safe and adequate places for people to sit and enjoy green spaces including benches, picnic tables, and more;
- Develop and maintain an inventory of all the programming and services that are available in North Central. This will help with marketing and will be a place where both participants and providers can be directed to;
- Provide programming for all ages. For example, seniors groups and spray parks or splash pads for toddlers and preschoolers.
- Continue to promote and engage community members and stakeholders on programming in the area.



### **Community Pride:**

- Explore creative tourism for the community and ensure that community events are continued and promoted throughout the year;
- Provide places where it is safe for community members to gather, this includes pocket parks and comfortable places to sit;
- Enhancing the area through improving aesthetics by including an arts corridor, murals, flowers and greenery, and other visuals; and,
- Acknowledgement and celebration of all cultures is important in the community, especially Indigenous cultures of Canada. Creating a protocol to honour Treaty and traditional lands; incorporating Indigenous signage and renaming streets after inspirational Aboriginal figures; and, providing culturally appropriate programming ensure acknowledgement is continued.



### **Partnerships:**

- Continuing to be a leader and facilitating partnerships, positive relationships, and working towards the elimination of racism and discrimination is a priority for the community;
- Explore funding partnerships, for example approaching the Saskatchewan Roughriders and Mosaic Potash as they have a large footprint in the community, and corporate and legacy sponsors;
- North Central's identity will shift with stories that share the successes of the community through the use of various mediums, including the community newspaper, social media and local media channels;
- Developing a database for organizations, agencies, and volunteers will assist the community in where to access resources; and,
- Promoting volunteering and celebrating the volunteers in the community would raise awareness.



### **Services and Programs:**

- Supporting partnerships that exist with the Community Association is important;
- Advocating for new services including another daycare and a healing detox centre was seen as a priority;
- Educational institutions in the community are to remain safe through ongoing maintenance and welcoming environment;
- Developing youth friendly opportunities and programming will provide additional avenues and safe social settings;
- Continuing the welcoming spaces for all ages and generations and explore new areas for additional programming will enhance the community programming; and,
- Advocating for healthy food options by continuing the two community gardens and looking to add more and providing education on nutrition and food banks is necessary.



### **Economic Opportunity:**

- Promote and strengthen a strong economic profile for the community through increased patronage, Aboriginal-run business', and entrepreneurs;
- Explore options to identify and develop urban reserves;
- Provide opportunities for training and work experience for youth;
- Try pilot projects including walking only areas for additional initiatives, including farmers markets, events, and more; and,
- Explore ways to provide incentives to upgrade storefronts and create aesthetically appealing corridors in the area.



#### **Groundwork:**

- Ensuring safety is a priority in the neighbourhood, this includes additional lighting and signage to help pedestrians, cyclists, wheelchair, strollers, and vehicles;
- Multimodal transportation is important in the community. Enhancing connectivity through trails, public transit, and bikes lanes ensures there is always options for community members; and,
- Pedestrian, wheelchair, stroller safety is essential, fixing roads, and sidewalks is needed for this.

Continuing to engage community members will provide further insights into the success of the area. Success that can be shared through community-based organizations and agencies, orders of government, local businesses, individuals, and families.

In conclusion, the North Central Community Association (NCCA) is a recognized leader in the community. This Community Action Planning (CAP) initiative is proof of that leadership. Through a community planning process, residents, visitors, and service providers were engaged in participatory exercises that identified what is valued in North Central, what opportunities there are to pursue for the future, and where to place priorities. The work put into by community members and the association is valued and appreciated.

Through the actions and recommendations outlined in Section 5 of this Plan, NCCA has direction moving the community in the direction they shared as important to them. Keeping up the great work will be a result of the implementation of the CAP.





## Appendix A: Community Identified Suggestions for Specific Locations

### Community Identified Suggestions for Specific Locations: Parks and Recreational Amenities Map



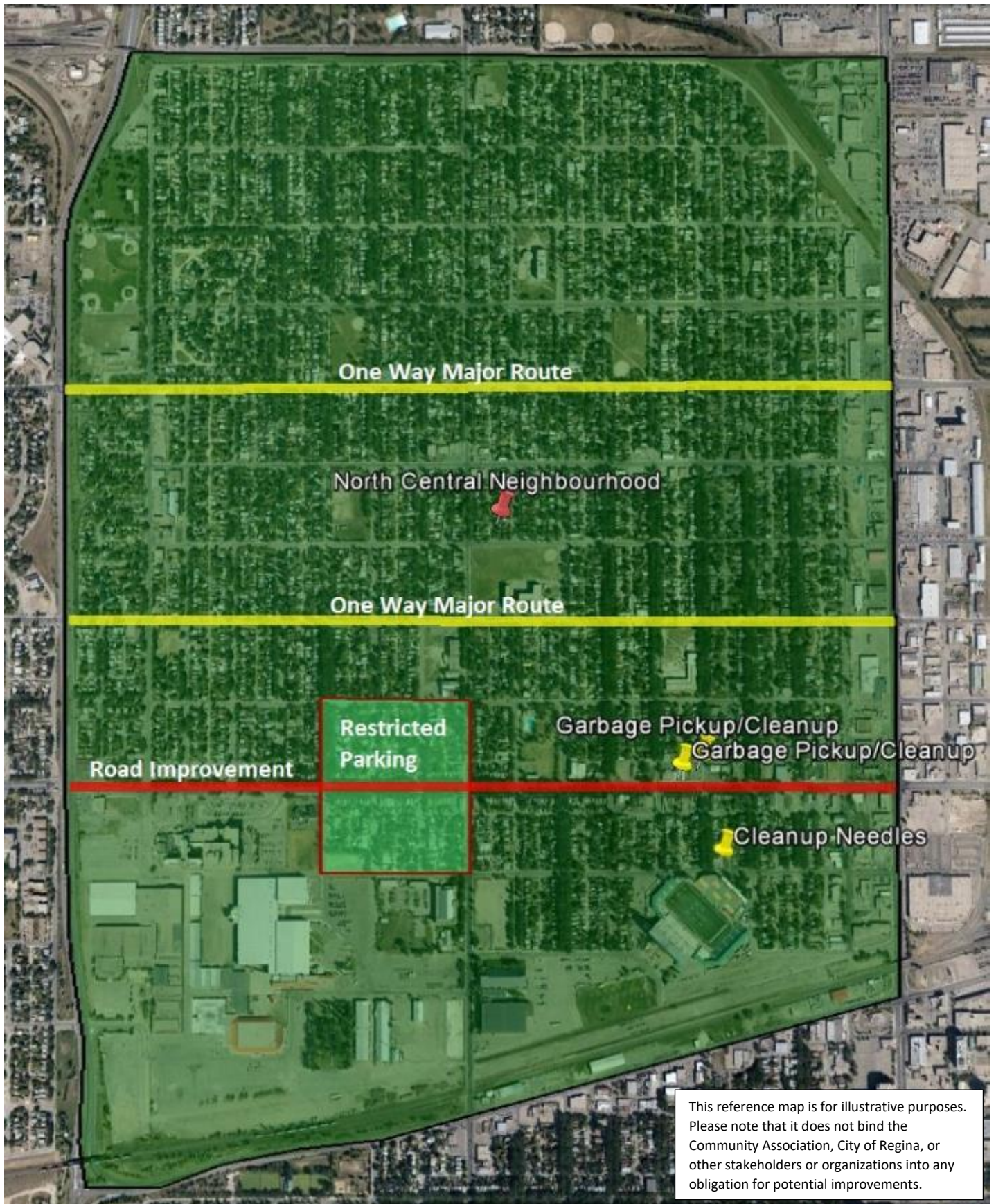


## Community Identified Suggestions for Specific Locations: Community Pride & Historic Places of Interest Map



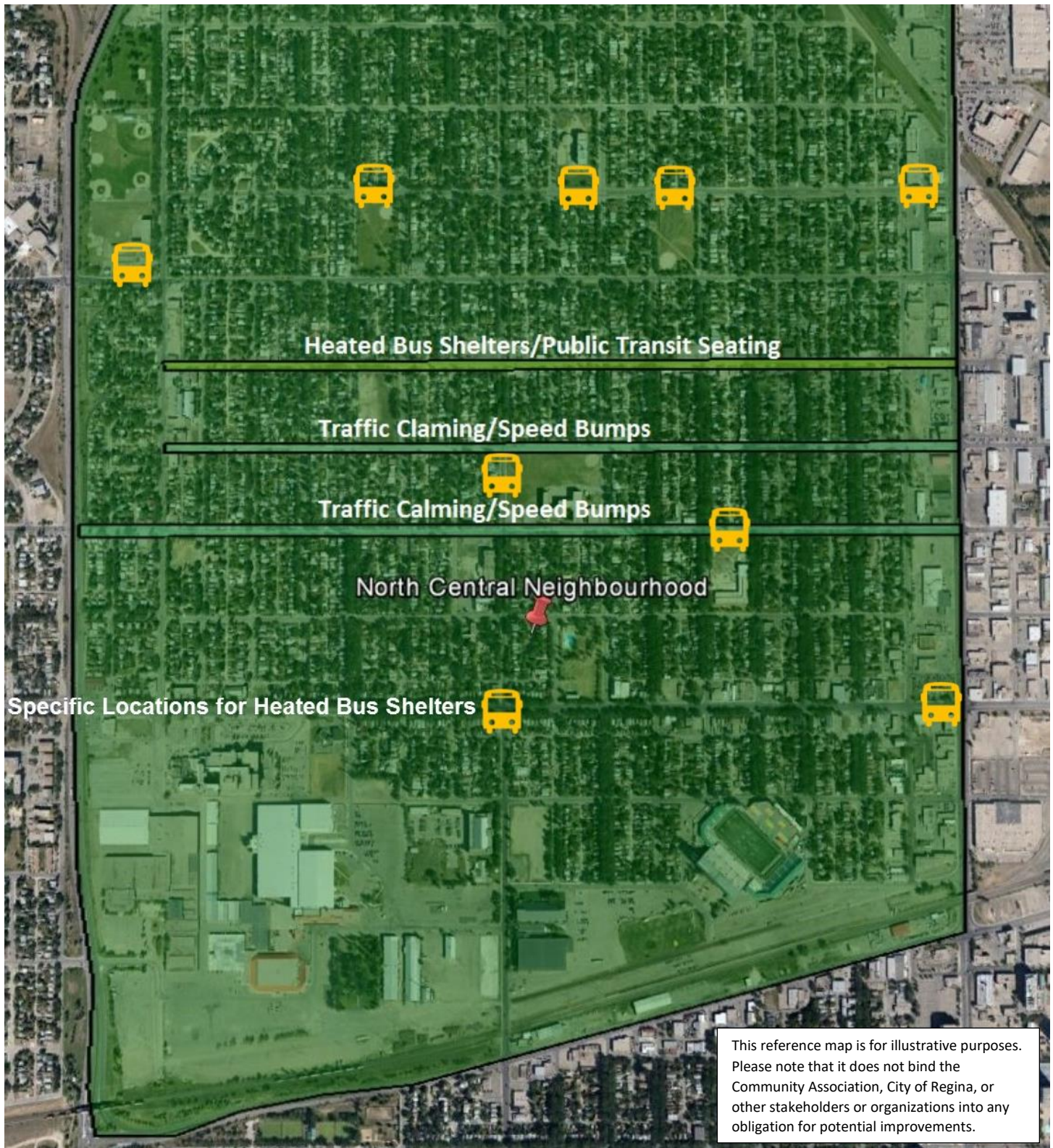


## Community Identified Suggestions for Specific Locations: Infrastructure Map (1)





## Community Identified Suggestions for Specific Locations: Infrastructure Map (2)





## Community Identified Suggestions for Specific Locations: Economic Opportunities Map



## Appendix B: North Central Community Engagement Approaches

### Surveys

There were three surveys developed through the process to provide an alternative engagement tool and reach a diverse range of individuals. Initially, in June 2016, a draft survey was created to be used as a tool to conduct intercept surveys at the NCCA 40<sup>th</sup> Anniversary. At the end of June 2016, a second short form survey was created to capture community input at a Rider Game. Based on feedback received from community members, a third iteration of the survey was developed in July 2016 to include an overview of the process and tweak some of the questions to better capture actionable items for the Plan. The third survey was also used by NCCA board members and others to conduct intercept surveys and converted into an online format through Survey Monkey. A description of the surveys used are summarized below.

Draft Survey (Beginning of June 2016)	Short Form Survey (End of June 2016)	Detailed Community Survey - Hard Copy and Online (July 2016)
Question 2 included a ranking of what makes a great place	Question 2 ranking of what makes a great place was removed	Overview provided as an introduction to the survey.
Question 4 included identifying important changes you would like to see happen in the long term within North Central	Question 2 was changed to ask about challenges within North Central	Question 4 a ranking of what makes a great place was re-added
Question 4 included is there anything else you would like to share	Question 4 was changed to ask participants to identify what they see as essential to the success of North Central	Demographics questions 10-12 were added and asked about self-identifying as Indigenous and citizenship status

### Intercept Survey Locations

Intercept surveys were completed throughout the planning process. A summary of the events and locations are provided below.

### 40<sup>th</sup> Anniversary

On June 4<sup>th</sup>, 2016, the NCCA hosted a 40<sup>th</sup> anniversary celebration for the Association. The event was held outside the Albert Scott Community Centre, spilling out onto street which was blocked off for the occasion. Residents and members of the wider Regina community were invited to join in on the fun. There was entertainment, games, an Elders tea room, and food. An announcement was made to participants that NCCA was engaging in a community planning process and that members of Prairie Wild Consulting Co. were in attendance to ask for their input through a survey.

### Rider Game

The current and newly developed Mosaic Stadiums are located within the boundaries of the North Central neighbourhood. While local input was identified as important through this process, it is also recognized that North Central is located within the City of Regina, and obtaining input from others would be helpful to inform the plan. On June 30<sup>th</sup>, 2016, members of the consulting team completed intercept surveys with people going to the Rider Game.

### Cultural Days

Cultural Days is a national event that is hosted annually in communities across Canada. NCCA hosted a Cultural Days event on October 1<sup>st</sup>, 2016 to celebrate art and culture in the community. To engage and capture more input in the planning process, NCCA board members conducted intercept surveys during the event.

### Door to Door

To engage those who may not be able to attend events, members of the consulting team went door to door asking people for their input through the intercept survey on several occasions. The dates include:

- June 30<sup>th</sup>, 2016;
- November 9<sup>th</sup>, 2016; and,
- January 31<sup>st</sup>, 2017.



### **Drop-Ins**

On February 1<sup>st</sup>, 2017, a survey training session was provided by Prairie Wild Consulting Co. to staff of NCCA and University of Regina students. In teams, they went to various community organizations to complete intercept surveys and drop off hard copy surveys for individuals to fill out. Organizations that were attended included Indian and Métis Christian Fellowship, All Nations Hope, North Central Family Centre, and the Aboriginal Family Service Centre.

All the surveys have been compiled and put into a digital format and analysed. The analysis included sorting the responses into themes that resonating from the responses and repeated multiple times. The responses were then collated into the themes and sub-themes and tallied. It should be noted that the number of times something was mentioned may be more than the number of responses as some of the responses fit into more than one theme.

### **Project Planning Committee**

To build local capacity and help guide the North Central community planning process, a project planning committee of nine people was established. The Committee includes community members and representatives of organizations within North Central. A letter of invitation was drafted amongst the NCCA Executive Director and the consultants, and was emailed to each of the representatives asking them to participate on the committee. In addition, a draft Terms of Reference was developed and shared with potential participants to provide detailed information about the planning process; purpose of the committee; roles and responsibilities; declaration of conflicts of interest; commitment and appointment of the committee; and, resources.

On June 30<sup>th</sup>, 2016, the Project Planning Committee met face to face at the Scott Collegiate in Regina. The purpose of the meeting was to provide an overview about the process; review the draft terms of reference; and, ask for committee members input into the process.

The agenda for the meeting included:

- **Welcome and Introductions** – a round of introductions around the table amongst participants;
- **Building our Foundations for Success** – development of foundations for success to ensure a successful meeting and process overall;
- **Overview of our Planning Process** – included a description of who is involved, roles, the Appreciative Inquiry Framework, phases of the process and work to-date, and what we have heard from the community to-date;
- **Review of the Terms of Reference** – together, a review of each of the components of the draft terms of reference;
- **Envisioning the Future of North Central** – the Committee reviewed the survey and a discussion was facilitated, asking committee members for their input in each question;
- **What We've Heard so Far** – survey responses to-date were shared; and,
- **Thank You and Next Steps** – participants were thanked for their input and next steps of the process were shared.

### **Youth Engagement**

A goal through the planning process was to capture a diversity of voices. On October 12<sup>th</sup>, 2016 two youth engagement sessions were facilitated. The first included grade 9 and the second engaged grades 10-12. A powerpoint presentation was prepared and shared with the students to help guide the process. The sessions included a round of introductions, asking the youth to share their name and one of their favourite things about North Central. Following introductions, an overview of the planning process was shared, and then the youth were explained the following exercise:

#### **Exercise #1: What are our community assets?**

*In your respective groups, reflect on the following question:*

- **What do I value most about North Central?**
  - **This can be anything – tangible, intangible, general, specific.**
- **Let's develop our Mind Map of community assets in North Central.**



The youth were divided into groups and provided with a piece of paper and markers and asked to identify the community assets.

As the youth were creating their mind maps, they were asked to pause and another exercise was shared.

#### ***Exercise #2: Setting Our Goals!***

- ***Now that we have built our “community asset maps”, let us build our goals.***
- ***What are our greatest hopes and goals for the neighbourhood of North Central into the future?***
- ***How can we use our assets to achieve our goals?***

Youth participants were asked to use the same piece of paper though either create a line to distinguish the two exercises or to use the back of the paper.

After giving some time for Exercise #2, the youth were asked to bring their attention to the larger group. Each group had the opportunity to share their asset maps and goals.

Everyone was thanked for their input and it was shared that there is a community wide meeting being held that evening and everyone was welcome.

#### ***Community Engagement Session***

On the evening of October 12<sup>th</sup>, 2016, a community wide engagement session was held at the Albert Scott Community Centre. There were approximately 60 people in attendance. The purpose of the meeting was to share the objectives of the community planning process and engage the community in some hands-on planning exercises.

The NCCA asked Chili for Children to prepare supper for participants. Before supper was served, an opening prayer was provided. Once everyone had a chance to eat, they were asked to introduce themselves at their table and write down al. Participants were offered to share their values with the larger group.

The full agenda for the evening was as follows:

- ***Welcome & Introductions*** – participants were asked to introduce themselves at their table and write down on the provided sticky note, one thing they value most about North Central.
- ***Setting the Stage*** – this included a summary about the Appreciative Inquiry framework, review and additions to the Foundations for Success, roles as participants and facilitative planners, goals of the planning process, and an update on the work completed.
- ***Community Planning Overview*** – an overview of what community planning is and links to other initiatives was provided.
- ***Rolling up our Sleeves – Hope Setting & Vision*** – this included a facilitated exercise asking participants for their input. Participants remained at their tables and were provided with one of the following ‘What Makes a Great Place’ theme: Sociability; Uses and Activities; Comfort and Image; and, Access and Linkages, flipchart paper, markers, and a map of North Central. The participants were asked to:
  - ***Imagine, in 2041 this neighbourhood has been celebrated as one of the best communities in Regina. What did we do to get here?;***
  - ***Share your story of the key decisions you made to achieve this;***
  - ***Your recorder will frame your story into GOALS/AIMS/HOPES;***
  - ***Be as specific or general as you wish;***
  - ***You will work as groups on each of the planning themes;***
  - ***After 10-15 minutes we will ask each group to switch to the next theme; and,***
  - ***Have fun!***

The themes were rotated amongst the tables to ensure everyone had an opportunity to review the work others were sharing and add to the list of goals and actions.

As a final exercise, the flipcharts with the goals and actions were posted on a wall and participants were asked to review the themes. The participants were given a marker and asked to pick their top five goals and actions by placing a checkmark next to them.

- **Reflections** – two participants were asked to review the themes and share back what stood out most to them and the actions that have the most checkmarks.
- **Thank You and Next Steps** – Participants were thanked for their input and encouraged to fill out the survey.

The meeting was summarized into notes and distributed to participants who left an email address. They were also posted to the NCCA website and social media.

### **Targeted Meetings**

#### **Together Now Inter-Agency Network**

The NCCA participates in an inter-agency network that meets on a regular basis to discuss initiatives, programs, services, and efforts in North Central. The purpose of the Together Now Inter-Agency is to share information, provide support, cooperate with each other, and advocate. The consultants were invited to a regular network meeting held on June 23<sup>rd</sup>, 2016 to share about the North Central planning process and what the community's voice included to-date. The following organizations were represented during the meeting:

- City of Regina;
- Ehrlo Sport Venture;
- North Central Community Association;
- Paul Dojack Youth Centre (PDYC);
- Scott Collegiate;
- Student Energy in Action for Regina Community Health (SEARCH);
- Regina Education and Action on Child Hunger (REACH);
- Regina Housing Authority;
- Regina Public Library: Albert Library;
- Regina – Qu'Appelle Health Regina;
- University of Saskatchewan: College of Nursing; and,
- White Pony Lodge.

The representatives were provided with a copy of the survey and asked to complete it by the end of the meeting.

#### **City of Regina**

Representatives from the City of Regina were engaged in targeted meetings to share with them the efforts to develop a community plan for North Central. On January 31<sup>st</sup>, 2017, a brief discussion with the Executive Director, City Planning and Development for the City of Regina occurred at a First Nations conference. During the discussion, the Executive Director shared some current and upcoming City plans and initiatives that will be important to review and acknowledge in the community plan for North Central.

Later that day, a second targeted meeting was held with the Managers of Community Services and Community and Cultural Development. The agenda for the meeting included:

- **Welcome and Introductions** – everyone was welcomed and a round of introductions was shared.
- **Community Planning Process** – an overview was provided of the community planning process for North Central including the objectives and phases of the process.
- **Process to Date** – the process to date was shared including data collection and community engagement.
- Preliminary Learnings from Community Surveys – the community voice that was capture to-date and any preliminary themes were shared.
- **Facilitated Discussion** – City participants were asked a number of questions to help inform the plan. These include, though are not limited to, roles in relation to North Central; City plans and initiatives; relationship between community associations and the City; and, successes and challenges.
- **Thank You** – the Managers were thanked for their time and input.

## Appendix C: North Central Community Engagement Survey



### North Central Community Association – Community Planning Process Community Survey



Survey ID:

1. **Pre-Qualifying Question:** Have you participated in any of the engagement processes for the development of the North Central Community Association Community Plan? ☐ Yes ☐ No

If yes, we still appreciate your input. We are collecting data on the amount of individuals we have engaged throughout the process.

The North Central Community Association (NCCA) is placing people at the forefront of the planning process by taking the initiative to bring community members and stakeholders together to develop a cohesive and comprehensive Community Plan for the North Central neighbourhood. Prairie Wild Consulting Co, a comprehensive planning firm, has been contracted to assist us in the development of the Community Plan.

Community planning is a participatory process where community members and stakeholders are engaged in an interactive way to inform goals, objectives, actions, and policy to shape and work towards the community's shared vision. Through this process, the NCCA hopes to bring people together to identify opportunities for future growth and development in the community.

The outcomes of the process include:

- A clear direction for the future of the North Central neighbourhood;
- Built capacity within the community;
- Defined actions to work towards broader goals; and,
- Comprehensive policies to ensure the implementation of the North Central Community Plan.

As a community member, business owner, and/or stakeholder, your input is most important! We would like your participation in the planning process by completing this survey. This survey is organized into three parts, and will take approximately 10-15 minutes to complete. All individual responses will be kept in confidence and protected when used in aggregated (group) form in documents that will be shared with the community. Please note, this survey is different from the Renew survey.

If you have any questions or comments about this survey or the process overall, please contact Samantha Mark, Senior Regional and Community Planner with Prairie Wild Consulting Co. by phone at 306-371-7719 or email, [samantha.mark@prairiewildconsulting.ca](mailto:samantha.mark@prairiewildconsulting.ca).

Thank you for contributing to the North Central community planning process!

#### Part A: Neighbourhood Learning's – Utilizing Project for Public Space's "What Makes a Great Place?"

2. What do you value most about the North Central neighbourhood? Think about any and all features, services, or other amenities you most appreciate and value.

3. In your opinion, what are some of the challenges facing the North Central neighbourhood?

## Community Survey

4. When considering the neighbourhood of North Central, please consider the following four qualities of what makes a great place. How would you rate the following:

Comfort and Image	Poor	Fair	Average	Good	Great
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attractiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness/Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort of Places To Sit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Notes:					

Uses and Activities	Poor	Fair	Average	Good	Great
Mix of Uses (Housing, Services, Stores)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency of Community Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Busy-Ness of Area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Notes:					

Access and Linkages	Poor	Fair	Average	Good	Great
Connectivity to Rest of City	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Walking/Mobility In Neighbourhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of Information/Signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Notes:					

Sociability	Poor	Fair	Average	Good	Great
Street Liveliness and Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence of Volunteerism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense of Pride and Ownership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presence of Children and Seniors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Notes:					

Other (please specify):

## Part B: Identifying Opportunities

5. What are some specific short term/quick win improvements you would like to see in North Central?

6. In the future, what do you see as essential for the success of North Central as a thriving core community?

7. Is there anything else you would like to share to help with the development of the North Central Community Plan?

### Part C – Demographics

To help us quantify this information, please assist us by filling out the following. All information will be used in aggregate and anonymous form. **Individual responses are kept in confidence.**

8. Age: ☐ Under 19 ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50-59 ☐ 60-69 ☐ 70-79 ☐ 80-89 ☐ 90-99 ☐ 100+
9. What is your Gender Identity: ☐ Female ☐ Male ☐ Other: \_\_\_\_\_
10. Do you self-identify as Indigenous? ☐ Yes ☐ No
11. If yes, do you consider yourself: ☐ First Nations ☐ Métis ☐ Inuit
12. What is your citizenship status: ☐ Canadian Citizen ☐ Refugee ☐ Permanent Resident of Landed Immigrant  
☐ International Student ☐ Temporary Worker ☐ Other (please specify): \_\_\_\_\_
13. What is your highest level of educational attainment? ☐ No certificate, diploma, or degree ☐ Some secondary  
☐ Secondary school or equivalent ☐ Some post-secondary ☐ Apprenticeship or trades certificate or diploma ☐ College or other non-university certificate or diploma ☐ University certificate or diploma below bachelor ☐ University certificate, diploma, or degree bachelor or above
14. What is your household income range? ☐ Low (Under \$40,000) ☐ Mid (\$40,000-\$99,999) ☐ High (\$100,000+)
15. Where do you live?
  - a. In the neighbourhood of (if you live in the City of Regina): \_\_\_\_\_
  - b. **[or]** In the Community of (please specify): \_\_\_\_\_
16. Postal Code: \_\_\_\_\_

To stay engaged throughout this process, please provide your contact information below. To thank participants for taking the time to do the survey, we will also be making some draws for gift certificates and other items. **This section will be kept separate from responses.**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Please e-mail, mail or drop this survey off to either:

- E-mail Prairie Wild Consulting Co. at [samantha.mark@prairiewildconsulting.ca](mailto:samantha.mark@prairiewildconsulting.ca); or,
- Mail to Prairie Wild Consulting Co. at 233 Ave C S, Saskatoon, SK S7M 1N3

*Thank you for taking the time to complete this questionnaire!*





MEMORANDUM OF UNDERSTANDING **2013-2017**

*Yarra City Council and  
Yarra Neighbourhood Houses  
and Learning Centres*





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# Memorandum of Understanding

## Parties to the Memorandum of Understanding

### Yarra City Council

### Yarra Neighbourhood Houses and Learning Centres



**Alphington Community Centre**  
2 Kelvin Road, Alphington 3078  
T 9499 7227  
E [info@alphingtoncommunitycentre.org.au](mailto:info@alphingtoncommunitycentre.org.au)



**Fitzroy Learning Network**  
198 Napier Street, Fitzroy 3065  
T 9417 2897 F 9427 2663  
E [admin@fitzroylearningnetwork.org.au](mailto:admin@fitzroylearningnetwork.org.au)



**Belgium Avenue Neighbourhood House**  
9 Belgium Avenue, Richmond 3121  
T 9428 1676 F 9429 5429  
E [banh.admin@internode.on.net](mailto:banh.admin@internode.on.net)



**Holden Street Neighbourhood House**  
128 Holden Street,  
North Fitzroy 3068  
T 9489 9929 | F 9489 9544  
E [holdensnh@internode.on.net](mailto:holdensnh@internode.on.net)



**Carlton Neighbourhood Learning Centre**  
20 Princes Street,  
Carlton North 3054  
T 9347 2739 F 9347 1651  
E [info@cnlc.org.au](mailto:info@cnlc.org.au)



**North Carlton Railway Station Neighbourhood House**  
20 Solly Avenue, Princes Hill 3054  
T 9380 6654 F 9388 0168  
E [admin@railwayneighbourhoodhouse.org.au](mailto:admin@railwayneighbourhoodhouse.org.au)



**Collingwood Neighbourhood House**  
Ground Floor, 253 Hoddle Street,  
Collingwood 3066  
T 9417 4856 F 9416 4677  
E [banh.admin@internode.on.net](mailto:banh.admin@internode.on.net)



**Richmond Community Learning Centre**  
92-94 Lord Street,  
Richmond 3121  
T 9428 9901 F 9428 9553  
E [rclc@internode.on.net](mailto:rclc@internode.on.net)



**Finbar Neighbourhood House**  
143 Kent Street, Richmond 3121  
T 94287668 F 94283574  
E [finbar@swiftdsl.com.au](mailto:finbar@swiftdsl.com.au)

For the purpose of this document, the letters 'NH&LC' will be used to describe all centres listed above, and the words 'Committees of Governance' will be used to describe their incorporated governance bodies.

# Memorandum of Understanding

## Preamble

Yarra is made up of a diverse and dynamic population. As such it is a constant challenge ensuring that programs, services and new initiatives are relevant and responsive to the needs of our community. 29.0% of Yarra's population (of almost 75,000) were born overseas, with 19.2% from a non-English speaking background. Additionally, 21.3% of Yarra's community moved to the municipality in the last 5 years<sup>1</sup>. The municipality is also experiencing a surge of new housing development opportunities which will contribute to the changing needs of Yarra communities.

The Yarra NH&LC and Yarra City Council have a mutual primary goal to engage with these communities in determining the provision of equitable recreational, social, vocational training, environmental and other health and well being opportunities. In order to work in a truly collaborative manner and ensure roles and respect the vision and goals of each participating organisation – Yarra City Council and Yarra NH&LC committed to signing a Memorandum of Understanding (MOU).

The original MOU was developed after an extensive consultation process of forums throughout 2007, which all parties attended. A working group of representatives from NH&LC and Council steered the process. The review process for the MOU commenced in December 2012.

## Purpose of the Memorandum of Understanding:

- > To formally acknowledge the partnership between Council and NH&LCs;
- > To foster and support a working relationship between NH&LCs and Council; and
- > To provide a framework of understanding on which all other documents, agreements and partnerships between the parties can be formulated.





### Definition of Partnership

For the purpose of this document, the term 'partnership' is deemed to be the process by which local government and NH&LC combine their capacities and resources to achieve a commonly agreed set of objectives (outlined in the MOU Annual Action Plan) that would be difficult to achieve by either organisation acting on their own behalf (**edited from 'Neighbourhood Houses & Local Government - Building Communities Together', ANHLC 2005).**

(See appendix 1 for Partnership Framework diagram).

### Terms and Scope of the Document

- > The MOU is an ongoing agreement, subject to review and evaluation every four years, in line with Council Plan.
- > The MOU does not preclude the rights of either party to engage in other partnerships and alliances.
- > The MOU is deemed a public document.

### Legal Status of the Document

This MOU is not legally binding on either or both parties.

### Benefits of the Memorandum of Understanding

- > Greater levels of trust, respect and understanding between the parties.
- > Enhanced planning processes for community development and the delivery of dynamic programs, activities and services involving the broader community.
- > Increased knowledge, information and resource sharing between the parties.
- > A vibrant, diverse and effective NH&LC program for all City of Yarra residents.

## KEY UNDERSTANDINGS

# Recognition and Respect

### NH&LC recognise and respect:

- 1.1 The common vision, principles and values between Council and NH&LC (as per Council Plan 2013-2017 and Appendix 2).
- 1.2 The Council imperative to meet the social, environmental, physical and financial objectives outlined in Council planning documents, policies and the Local Government Act.
- 1.3 The diversity and competing interests of services, activities and programs which Council is required to provide, and its support and advocacy on behalf of the wider community.
- 1.4 The decision-making processes and formal practices to which Councillors and Council staff are bound.
- 1.5 The political and legislative context in which Council operates.
- 1.6 Council's commitment to be consultative about areas of its operations where the community can influence its decisions.
- 1.7 The level of public and media scrutiny which applies to Council activities.



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### Council recognises and respects:

- 1.8 The common vision and principles between Council and NH&LC.
- 1.9 The diversity, autonomy and self determination of individual NH&LC.
- 1.10 The strong commitment to community development principles and practices (Appendix 2) resulting in an inclusive, flexible 'whole of community' response to community's diverse needs and interests.
- 1.11 The historical context and grass-roots nature of each NH&LC.
- 1.12 The community ownership of each NH&LC, through members and Committees of Governance, who represent the wider community.
- 1.13 The level of participation and volunteerism in all levels of NH&LC operations, which is actively encouraged and supported.
- 1.14 The responsiveness to local and emerging needs, in particular those who are disadvantaged, that each NH&LC demonstrates through its programming and activities.
- 1.15 That NH&LC operate under a complex mix of funding arrangements.
- 1.16 The limited resources and facilities and competitive funding environment by which NH&LC are constrained.
- 1.17 Each NH&LC needs to constantly balance competing priorities within individual strategic plans.
- 1.18 The relationship to a broader NH&LC sector, both state and federal, via the North East Neighbourhood House Network and the peak body, the Association of Neighbourhood Houses and Learning Centres (ANHLC).
- 1.19 The commitment by Yarra NH&LC to a collaborative approach in the planning and delivery of programs and services.



## KEY UNDERSTANDINGS

# Responsibility

### NH&LC accept responsibility for:

- 2.1 The delivery of programs, referrals, activities and services according to community development principles that are responsive to local and emerging needs (appendix 2).
- 2.2 Remaining inclusive and encouraging of community participation at all levels of NH&LC operations, including Committees of Governance.
- 2.3 Ensuring that good governance processes and practices are in place, including financial management, risk management and strategic planning.
- 2.4 Providing a safe, welcoming and inclusive environment and compliance with relevant Council, State and Federal regulations and legislative obligations.
- 2.5 Addressing disadvantage, wherever possible, and advocating with and on behalf of members of local communities.
- 2.6 Keeping Council informed about social trends, issues and opportunities which affect local communities.
- 2.7 Participating in Council planning and policy development opportunities where possible.
- 2.8 Promoting Council in a constructive and appropriate manner.
- 2.9 Supporting and encouraging a positive and constructive relationship with Council.
- 2.10 Compliance with the spirit of this MOU.





#### Council accepts responsibility for:

- 2.11 Supporting and enabling NH&LC participation in all relevant planning, policy development and consultation processes.
- 2.12 Ongoing provision of a Neighbourhood House Funding Program and access to relevant Council funding and resources which contribute towards the financial sustainability of NH&LC and in kind support to the Yarra Neighborhood House Network.
- 2.13 Ensuring that all Council staff are made aware of NH&LC and their capacity to contribute to overall Council Plan.
- 2.14 Advocating with and on behalf of NH&LC at state and federal government levels when necessary.
- 2.15 Maintaining Council owned buildings and grounds and signs as per the Building Assets Management Plan.
- 2.16 Assisting NH&LC to comply with required standards and legislative obligations.
- 2.17 Promoting NH&LC in a constructive and appropriate manner.
- 2.18 Supporting and encouraging a positive and constructive relationship with NH&LC.
- 2.19 Collaborating and engaging with the North East Neighbourhood House Network.
- 2.20 Compliance with the spirit of this MOU.



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## KEY UNDERSTANDINGS

# Mutual Accountability

### NH&LC and Council will be accountable via:

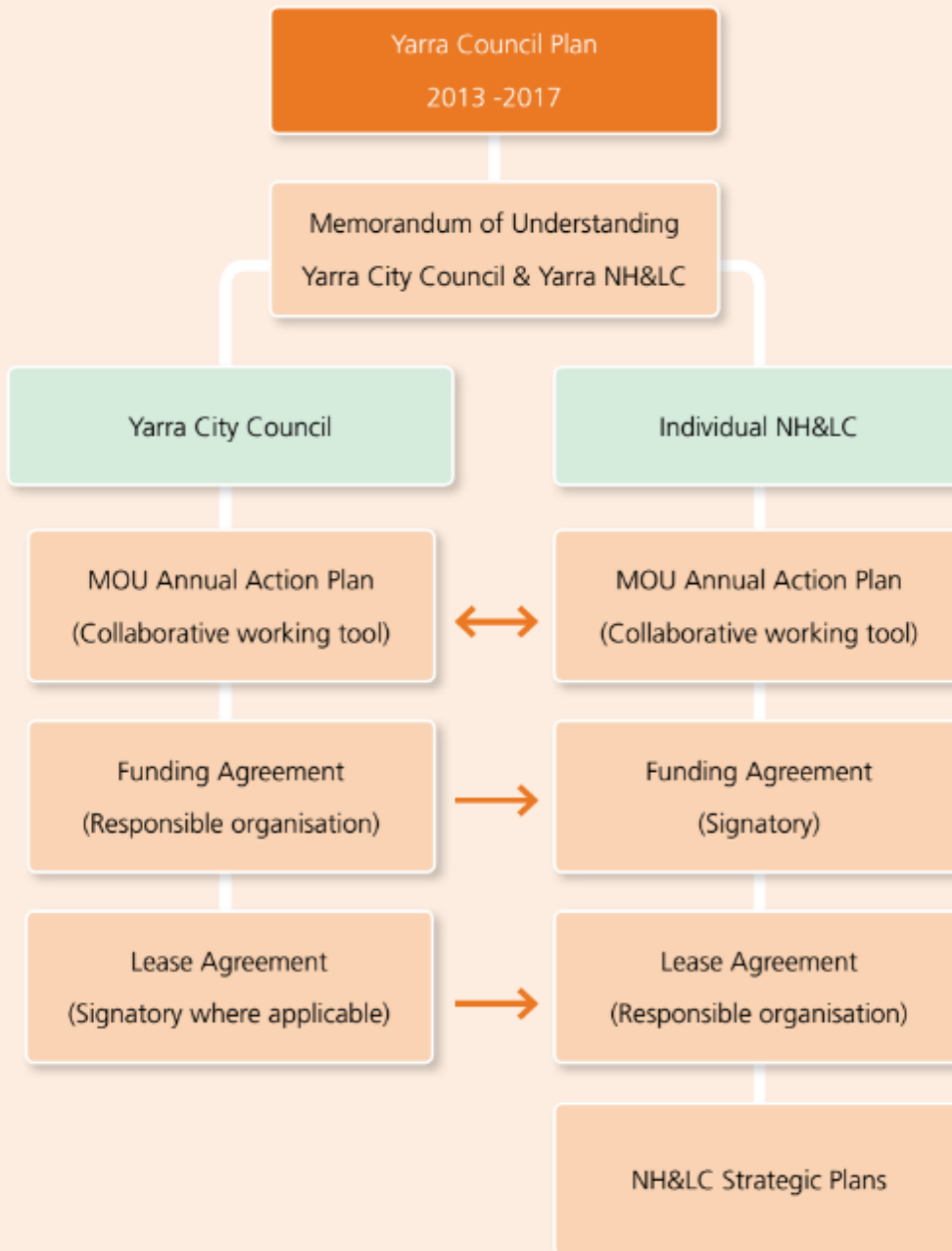
- 3.1 Timeliness and quality of agreed reports and information.
- 3.2 Provision of strategic planning documents.
- 3.3 Participation in and implementation of the collective Yarra City Council / NH&LC MOU Action Plan.
- 3.4 An annual report by Officers to Council on the Neighbourhood House MOU Action Plan.
- 3.5 Provision of an Annual Report, including an annual financial statement *(this will apply to NH&LC only)*.
- 3.6 Compliance with Council funding and where relevant leasing agreements *(this will apply to NH&LC only)*.
- 3.7 Both parties agree to abide by the dispute resolution procedure (appendix 3).



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## APPENDIX 1

# Partnership Framework



## APPENDIX 2

# Community Development Principles

The following principles are deemed to apply when reference is made to Community Development principles. (Acknowledgement to the Association of NH&LC [ANHLC] for reproduction of these principles.)

### Community Participation

Everyone has a valuable contribution to make and community members can join in at any level. Volunteers and community members are integral to the decision-making, evaluation, provision, participation and direction setting at all levels of the organisation.

### Community Ownership

Members are actively involved in decision-making and have ownership of the centre's programs and activities. A voluntary management committee comprising elected members who live, work or participate in the local community governs each centre. The governance model is developmental, working co-operatively and collaboratively with staff, volunteers, centre participants and the wider community, thus generating a range of community benefits.

### Empowerment

A process that respects, values and enhances people's ability to have control over their lives is put into practice. This process encourages people to meet their needs and aspirations in a self-aware and informed way which takes advantage of their skills, experience and potential. Change and growth occurs through informing and empowering individuals and communities. Houses and centres do not seek to do for others but to empower others to do for themselves.

### Lifelong Learning

Learning is integrated into all aspects of centre activities, thus building and supporting the personal skills, knowledge, abilities and resilience of people. The health, wellbeing and connection of people and their families occur through formal and informal pathways in education, employment and self-development.





### Inclusion

The diverse contributions that people make are valued, no matter what their background or varying abilities. Individual and local needs are acknowledged and addressed, often through informal interaction. Identifying these needs and issues through a range of methods is instrumental to informing the planning and development of activities and programs.

### Access and Equity

Centres are accessible and welcoming. They promote a fairer distribution of economic resources and power between people by aiming to improve the social, environmental, economic and cultural infrastructures within their communities.

### Social Action

Internal and external factors that impact on the local community are analysed and relationships between individuals, groups and organisations and within the community transformed through collective action.

### Advocacy

In meeting individual and group needs, centres act with, or on behalf of, community members.

### Networking

Linking, forming alliances, collaborating and working with individuals, groups, other agencies, government and business are crucial, with interaction between formal and informal methods to achieve connections within the local communities.

### Self Help

Individuals are supported in coming together in a caring group environment to share information, knowledge, skills and life experience in order that each participant can reach their own personal goals.

## APPENDIX 3

# Dispute Resolution Procedures

Should a dispute arise over any aspect of the MOU, the parties involved will adopt the following procedures in an effort to negotiate a satisfactory resolution.

Points of references for determining whether or not the MOU has been breached will be:

- > the understandings and the responsibilities contained in the MOU
- > the obligations and conditions contained in the funding agreement.

In the event of a dispute between an NH&LC and Council:

- > Either party may request a meeting within 7 days of the disagreement to discuss the matter in dispute and negotiate a mutually acceptable resolution.

If the dispute cannot be resolved between the parties through direct communication within 28 days of the initial meeting, the parties will appoint a mediator. If no agreement can be reached about a suitable mediator, the matter will be referred to the Dispute Settlement of Victoria (DSV) to appoint a mediator. The parties must agree to equally share any fees and costs associated with the mediation process.

Both parties must agree to follow the terms of the agreement made at mediation.



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**REF 13051**

SIGNATORIES

# Memorandum of Understanding

## Signatories to this Memorandum of Understanding

Signed by the Chairperson / President on behalf of

Name of Organisation:

.....

.....

.....

Signature:

.....

Print full name:

.....

Date:

.....

Signed on behalf of Yarra City Council

Signature:

.....

Print full name:

.....

Date:

.....







Yarra City Council  
 PO Box 168 Richmond VIC 3121  
 T 9205 5555 F 8417 6666  
 TTY 133 677 then ask for 9205 5555  
 E [info@yarracity.vic.gov.au](mailto:info@yarracity.vic.gov.au)  
 W [www.yarracity.vic.gov.au](http://www.yarracity.vic.gov.au)






## Appendix E: Lighter, Quicker, Cheaper Examples





Lighter, Quicker, Cheaper	Examples
<p><b>Community Kick-off Events</b></p> <p>A one-time event can be a great way to generate support, awareness, and excitement for a project or initiative underway. There are many ways a street event can be implemented from street closures and block parties to guerilla or DIY activations. Cities may have protocols or operations in place for street fairs. While the permitting and execution process can seem lengthy, the time can be utilized for event planning, fundraising, or developing partnerships with adjacent property owners.<sup>65</sup></p> <p>In North Central, there are many opportunities to hold a “kick-off” event to generate excitement about a particular event – either in summer or winter. Events can be low cost, as seen in the best practice example.</p>	<p><b>ReSurfaced – Louisville</b>  <a href="http://www.citycollaborative.org/projects?category=ReSurfaced">http://www.citycollaborative.org/projects?category=ReSurfaced</a></p> <p>In 2014, a collaborative initiative called “ReSurfaced” was launched in Louisville using Lighter, Quicker, Cheaper approach to temporarily transform a 16,000 square foot vacant downtown lot. The space was filled with pop-up cafes, beer garden, and outdoor lounging spaces. The goal was to create not just a unique destination but a point of departure for projects and conversations about revitalizing under-utilized public spaces in Louisville.</p> 
<p><b>LQC through Collaboration (BID/Volunteers/Friends)</b></p> <p>For Lighter, Quicker, Cheaper initiatives to be effective and successful, they require collaboration among different stakeholders across the city, including the municipality, non-profit organizations, private businesses, citizens, and more; it requires more than just physical space. Partnerships help to ensure that public spaces become thriving spaces in the long-term and have lasting impacts on the community. There is a deeper investment in a project’s growth and preservation when management and partnerships form organically (between organizations, BIDS, city agencies, and more for example).<sup>66</sup></p> <p>Through the cultural planning engagement process, the community identified opportunities to strengthen partnerships. The North Central Community Association, for example, hosts a street fair/block parties in the summer months. There are opportunities to partner with other agencies and organizations to host placemaking events that intend to revitalize a public space.</p>	<p><b>ACTIVATE – Chicago, Illinois (pop-up festival)</b>  <a href="http://loopchicago.com/activate">http://loopchicago.com/activate</a></p> <p>A downtown best practice comes from Chicago. The Chicago Loop Alliance, the downtown BID, has taken a variety of placemaking approaches since the mid-2000s. One initiative started is called ACTIVATE, which involves a series of pop-up interventions and art installations that transform under-utilized spaces including alleyways. This event runs from May through October, and the BID partners with local artists, performers, and institutions to put on free events. These are financed through fundraising, sponsorships, and revenue from beer and wine sales.</p> 

<sup>65</sup> “Lighter, Quicker, Cheaper.” *Project for Public Spaces*. 2015. Retrieved April 13, 2017. <http://www.pps.org/reference/lighter-quicker-cheaper/>

<sup>66</sup> Ibid

<p><b>Edible/Community Gardens</b></p> <p>Food continues to be one of the most important and successful leads of community gathering, engagement, and interaction. It can also be an excellent catalyst for public space improvements. Community gardens are a common way for communities to come together and grow their own local food.</p> <p>In North Central, there are community gardens that are available to anyone willing to commit their efforts on growing their own food. It has been identified by the community engagement process that local food production should be encouraged.</p>	<p>LA Green Grounds  <a href="http://www.pps.org/places/lqc/la-green-grounds/">http://www.pps.org/places/lqc/la-green-grounds/</a></p> <p>In south Los Angeles, the volunteer organization LA Grounds has been converting underutilized lawns into edible gardens for public consumption. The group started in 2011, and it quickly sparked interest of neighbours who began helping the group maintain the garden. The process was not without its challenges; the group received citations to remove the plantings. The growing group fought hard to keep the gardens. To date, LA Green Grounds has facilitated 20 gardens that helps the community come together to build and grow edible gardens.</p> 
<p><b>Street Furniture/Outdoor Living Rooms</b></p> <p>LQC is a placemaking strategy that looks at short-term improvements, whether it is new amenities, programming, art, or design changes, and how it can be developed into a long-term, permanent vision. One of the ways to test an idea is to start small-scale and that it is flexible – such as moveable street furniture.</p> <p>North Central has many locations that are ideal for small-scale LQC improvements that have the potential to become vibrant places in the long-term.</p>	<p>Outdoor Living Room – West Oakland, California  <a href="http://www.spur.org/news/2010-09-07/diy-urbanism-outdoor-living-rooms-improve-neighborhoods-without-resorting">http://www.spur.org/news/2010-09-07/diy-urbanism-outdoor-living-rooms-improve-neighborhoods-without-resorting</a></p> <p>Improving an inner-city neighbourhood without setting it up for gentrification could be as simple as placing a few wooden seats on the sidewalk. The San Francisco Bay Area Planning and Urban Research (SPUR) started a small-scale project using inexpensive outdoor furniture on inner-city streets.</p> 
<p><b>Repurposing/Activating Under-Utilizing Public Spaces</b></p> <p>LQC aims to make changes in the immediate to short-term; this helps to revitalize and improve areas that are urgent to be improved over the long-term. There are many ways to temporarily transform an underperforming public spaces – it is also important to note to consider regulations and policies regarding community events, parking, and others.<sup>67</sup></p> <p>Adding impromptu activities or events to any park in the neighbourhood will increase usage. Try a graffiti or chalkboard wall and add more picnic benches.</p>	<p>The Triangles – Philadelphia  <a href="https://www.facebook.com/GraysFerryTriangles">https://www.facebook.com/GraysFerryTriangles</a></p> <p>This best practice shows show a few dedicated volunteers can work with a community association to temporary revitalize a space. Working with the community association and other stakeholders, they were able to fund a full right-of-way public space called “The Triangles”. There was pushback and hurdles to overcome, but after many years in 2013, the team was able to host a series of jazz concerts and an outdoor movie night in the space.</p> 



<sup>67</sup> “Lighter, Quicker, Cheaper.” *Project for Public Spaces*. 2015. Retrieved April 13, 2017. <http://www.pps.org/reference/lighter-quicker-cheaper/>

<p><b>Utilizing Limited Resources</b></p> <p>For some communities, one of the biggest obstacles to overcome is the lack of resources and materials to revitalize spaces. LQC approaches allow for ways to transform public spaces without an abundance of funding or materials. Without relying on big-budget improvements, these projects use inexpensive or reclaimed materials and focus on providing quality programming within each space.<sup>68</sup></p> <p>There are many community spaces available in North Central that can be improved using a small amount of resources.</p>	<p>Dance-o-Mat – Christchurch, New Zealand  <a href="https://www.facebook.com/Gap-Filler-Dance-O-Mat-393452060667131/">https://www.facebook.com/Gap-Filler-Dance-O-Mat-393452060667131/</a></p> <p>In New Zealand, an organization called Gap Filler implemented an effective LQC project that was also very inexpensive. It was a response to the massive earthquake in 2010, which left the City of Christchurch with many vacant spaces and a scarcity of public activities. Repurposing an old washing machine, and turning it into a jukebox, the local group organized a DIY dance party in one of the city's vacant lots. The initiative was dubbed "Dance-o-mat" with the use of speakers around a make-shift stage and the site quickly became popular. In its first three months of operations, Dance-o-May supplied over 600 hours of entertainment to visitors and residents.</p>  
<p><b>Implementing Projects in Economically Disadvantaged Communities</b></p> <p>In communities struggling with issues of poverty, crime, or urban decay, public space projects can be challenging because public space improvements are often lower on the list of issues. Placemaking efforts, such as LQC, can be wide-ranging and impactful; they are not only cost-effective and flexible, but they can also empower community members to take an active role in the creation and maintenance of their own spaces.<sup>69</sup></p> <p>Starting with small events or projects that can grow overtime will enhance North Central's economic environment and image. For example, renaming Dewdney Avenue or Park to an Indigenous name.</p>	<p>The Alley Project – Detroit Michigan  <a href="http://www.pps.org/places/lqc/the-alley-project/">http://www.pps.org/places/lqc/the-alley-project/</a></p>   <p>In Detroit, a collection of young artists called Young Nation, along with the Detroit Collaborative Design Center, started a project to transform derelict alleyways into beautiful social spaces. Two vacant lots and a detached garage were transformed into a vibrant public space. Despite having limited resources and minimal investment, the Alley Project was successful in building community engagement, strengthening a sense of ownership, and bringing life to a previously overlooked space.</p>

<sup>68</sup> "Lighter, Quicker, Cheaper." *Project for Public Spaces*. 2015. Retrieved April 13, 2017. <http://www.pps.org/reference/lighter-quicker-cheaper/>

<sup>69</sup> Ibid



<p><b>Winter Placemaking</b></p> <p>When considered public spaces, it is important to know that these spaces cannot thrive with a single-focus design or management strategy. LQC approaches can help to ensure that a place thrives throughout the year by creating season-specific programs and events. Especially considering the winter months where there can be periods where there is little to no programming of outdoor spaces.<sup>70</sup></p> <p>There are current festivals and events that happen during the winter months, though there is opportunity to expand further on these initiatives. LQC initiatives can help to kick-start these types of projects.</p> <p>North Central may consider hot chocolate stands at outdoor skating rinks in the winter and community water fights in the summer.</p>	<p>Canalside – Buffalo, New York <a href="https://www.canalsidebuffalo.com/">https://www.canalsidebuffalo.com/</a></p> <p>In Buffalo, New York, the city has implemented LQC projects to celebrate the winter season and help bring people out and together in public spaces. One such initiative is the Canalside Buffalo Project. The project utilized LQC strategies to turn the city's downtown waterfront into a multi-use, year-round destination. Using partnerships, the Canalside Management team turns the winter waterfront area into a hub of social activities that includes pond hockey and ice skating, broomball, curling, ice bike rentals, walking tours, seasonal artisan markets, and food trucks.</p> 
<p><b>Promoting Health – Improving Walkability and Public Spaces</b></p> <p>In many cities across the world, and in North America, there is a major epidemic of obesity and chronic disease. These issues can be linked to lack of safe public spaces for physical activity and uneven access to healthy food. Studies have shown that crime rates and gang activity decrease when more people participate in public activity and know their neighbours.<sup>71</sup></p> <p>As identified through the process, improving walkability and connectivity to public spaces is needed.</p>	<p>Walk [Your City] <a href="https://walkyourcity.org/">https://walkyourcity.org/</a></p> <p>In a way to promote walkability and increase civic health and safety, a landscape architect in Raleigh, North Carolina launched the Walk [Your City] campaign. The project involved posting signs to light poles at three different intersections, each indicating how long it would take to walk to nearby destinations. This simple LQC effort was a tremendous success and has led to changes in public policy and has also started new conversations about health of communities.</p> 

<sup>70</sup> "Lighter, Quicker, Cheaper." *Project for Public Spaces*. 2015. Retrieved April 13, 2017. <http://www.pps.org/reference/lighter-quicker-cheaper/>

<sup>71</sup> Ibid



### Public Works as Public Art

Public art comes in many different forms, shapes, and sizes. It can also provide multiple uses, from being a simple display to serving a functional use.

### Brand and Identity through Signage

A good signage system can perform multiple functions, on the most basic level; it provides effective information and direction. It can encourage learning experiences; create and maintain an image for a place; communicate rules; and provide a sense of place and local pride. Project for Public Spaces is a good source of information on how to participate in the process in developing a signage system. The step-by-step process includes: Clarify goals; survey existing signage conditions; understand the users and decisions points; identify historic and/or cultural aspects; outline guidelines for the information system; develop a master plan; test, experiment, and evaluate; and, signage types.<sup>72</sup>

Through the community engagement process, community members identified the opportunities to possible re-brand the neighbourhood's identity and enhance the public image.

### Brooklyn Bridge Park Photography Fence

<http://www.brooklynbridgepark.org/blog/park-lists/top-10-culturally-captivating-experiences>

Placemaking can take place in all kinds of forms – such as transforming a blank edge. A fence in the Brooklyn Bridge Park has been transformed by using a captivating photography exhibit stretching 1,000 feet.



<sup>72</sup> "Signage Guide." *Project for Public Spaces*. 2015. Retrieved April 13, 2017 [http://www.pps.org/reference/signage\\_guide/](http://www.pps.org/reference/signage_guide/)