

# **Part I: Conclusions and Recommendations**

## **Introduction**

Regina North Central does not enjoy a good reputation. Rightly or wrongly, many Reginans and visitors to the city consider it to be dilapidated and crime-ridden. It is frequently equated with the ghettos that plague large American cities by those who dismiss it derisively as "the 'hood" because it is seen as the locus of many of the crimes that occur in the "crime capital" of Canada.<sup>i</sup>

North Central does indeed have problems, but the litany of repeatedly heard woes does not tell its entire story. It is also the home for many hardworking honest individuals and families that are part of a diverse and vibrant community. It is the site of some of the finest recreational facilities<sup>ii</sup> that Regina has to offer. The Armory of the Department of National Defense is also located within its boundaries. The Saskatchewan Military Museum headquartered there is but one of the many historic and cultural features of this community.<sup>iii</sup>

Those physical assets are impressive, but North Central's greatest asset is its people. Simply stated, Regina North Central is a community brimming with potential and ripe for an awakening.

Recognizing the need to address the area's difficulties and foster its emergence, the Federal Government, the Province of Saskatchewan and the City of Regina recently joined forces as part of an on-going venture to bolster North Central Regina. To that end an organization known as the North Central Community Partnership was established on September 1, 2002.<sup>iv</sup>

The aim of the initiative undertaken by the North Central Community Partnership was to ascertain the community's aspirations and to explore viable methods by which the residents of Regina North Central can achieve their goals. This is the Final Report and Recommendations of the North Central Community Partnership concerning that initiative.

## **Overview**

This is a very optimistic report. The consultation process at its core has revealed that Regina North Central is not an overwhelmed and weary community. On the contrary, community members and organizations, agencies, and service providers from all levels of government have demonstrated that they are more than willing to tackle the challenges faced by Regina North Central. It is not a community in retreat. It is a community ready to advance, and that is, in fact, presently taking control of its destiny.

It is important to recognize at the outset that the community has, in many respects, been effectively mobilizing to make Regina North Central a better place to live for quite some time. The following is but a partial list of recent initiatives that are currently addressing Regina North Central's concerns:

1. In March it was announced that a "Crime Prevention Through Environmental Design" (CPTED) audit of the public spaces within North Central would be conducted during the summer of 2003. The project was an undertaking of a partnership between the City of Regina, the Regina Police Service, the Regina Public School Board and the North Central Community Society.<sup>v</sup>
2. The First Nations/Metis Urban Partnership comprised of The File Hills Tribal Council, the O-Tee-Paym-Soo-Wuk-Metis Local and the Regina Public School Division is developing and implementing a First Nations/Metis Education Model to be piloted in two Regina North Central schools. This innovative approach may be the key to improving the prospects of the successful completion of formal education for many young Regina North Central residents and may prove to be integral to the rejuvenation of the North Central Community.<sup>vi</sup>
3. Community Policing has long been a feature of Regina North Central. The North Central Community Service Centre located in the heart of Regina North Central is a partnership between the Regina Police Service, government agencies and the community.<sup>vii</sup>
4. The Four Directions Community Health Centre located within Regina North Central has participated in the Drug Strategy Initiative that is currently being undertaken by the Federal and Provincial Governments and the Regina Qu'Appelle Health Region.<sup>viii</sup>

These initiatives are all good examples of what the North Central Community Partnership and the recommendations in this report hope to foster revitalization of Regina North Central through "Community Development".<sup>ix</sup>

Unlike an approach such as urban renewal whereby communities are shaped to conform to predetermined visions of what is "good" for them, the community development approach allows communities themselves to determine their own destiny. The key to community development is that community members are involved in and have some measure of control over the process by acting in a collaborative manner. The principle merit of the collaborative approach to community development is that solutions for a community's problems are generated from within the community itself rather than imposed from without. This approach has the added advantage of being a process whereby development is built upon the assets of the community and not merely fulfilling its perceived needs. People tend to support what they have helped create.

The community development approach was utilized by the North Central Community Partnership in the process of determining a Vision Statement for Regina North Central

for 2020, an Action Plan to realize that vision and as a basis for the recommendations contained within this report.

## **The Process**

A Vision Statement for Regina North Central was derived from a comprehensive series of community consultations. The consultations were comprised of an extensive door-to-door survey of area residents, two focus groups, a community meeting and an advisory group meeting. A second advisory group meeting took the emerging vision and rendered additional information essential to the formulation of the Action Plan.

The goals and values of Regina North Central inherent in the Vision Statement were distilled from that document and noted. Pillars for the Action Plan were in turn constructed based upon the identified goals. It was determined that the identified values should form the basis of the "Community Development" pillar of the Action Plan because it is seen as the key to ensuring that the community's values will not be lost. The Project Consultant, Visioning Facilitator, and one of the community consultants, active throughout the process, utilized their knowledge of Regina North Central and the written material emanating from the second advisory group meeting to flesh out the Action Plan.

## **Conclusions**

### Regina North Central Vision Statement for the Year 2020

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.

## North Central 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

## North Central 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

## Pillars of Community Development in Regina North Central

1. Housing and Infrastructure  
The goals of a good physical environment, ease of access, and a greater proportion of home ownership by North Central residents will be achieved through actions based upon the Housing and Infrastructure pillar.
2. Crime and Safety  
Achievement of the goal of greater safety in the community will be achieved through activities based upon this pillar.
3. Business and Economic Development  
The goal of achieving high levels of employment and business development within North Central will be reached via activities based upon this pillar.
4. Health and Human Services  
The goals of a physically healthy community and the coordinated provision of human services will be met through activities founded upon this pillar.
5. Education  
Fulfillment of the goal of quality education for the area's residents will occur through actions based upon this pillar.

## 6. Community Development

The goal of extensive community participation will be based upon this pillar.

### Support Mechanism

While not a pillar, "Financial Resources" is a support mechanism essential for the achievement of the goals set forth in the Action Plan.

Action Plan Tables derived from the above noted process are presented in Appendix I. Those tables note an overall goal statement, set short-term, medium range, and long-term targets within realistic time frames. The tables suggest how those targets may be achieved and potential key players are identified in each of the pillars and in the "support mechanism" noted above.

### Recommendations

Through the work it has undertaken since the Fall of 2002, the North Central Community Partnership has laid the groundwork for the implementation of what can be termed the "Seven C's" or principles for success for the revitalization of Regina North Central. Those principles are:

- A clear **conception** of what is wanted, a vivid vision, a goal or set of goals powerfully imagined
- Focused **concentration** on what it takes to reach the goal
- Stubborn **consistency** in pursuing the vision, a determined persistence in thought and action
- Emotional **commitment** to the importance of what's being done, and to the people doing it
- Good **character** to guide and keep the proper course
- **Capacity** to enjoy the process along the way
- **Confidence** that the goals can be attained. <sup>x</sup>

It is recommended that Regina North Central and whatever form the project may take in the future continue to adhere to these principles to ensure the successful revitalization of this community in the years to come.

It is further recommended that the Vision Statement and Action Plan as outlined in these pages be pursued and that the Action Plan Pillars be established forthwith.

It is further recommended that a consultant position be established forthwith for the initial implementation phase of this process (up to three years) which will ensure that the seven principles continue to be adhered to until the goals of the project have begun to be fully realized.

It is recommended that the primary duty of the Consultant should consist of acting as a liaison between the proposed Action Plan pillar groups and between those groups and the City of Regina, the Province of Saskatchewan and the Federal Government.

It is further recommended that the Consultant be responsive to the wishes of the above noted governing bodies and to the North Central Community Society. However, the role of the Consultant will require a high degree of autonomy to ensure the continued success of this project and to ensure that solutions for the challenges of Regina North Central are not imposed from without but rather come from within this community.

It is also recommended that the Consultant ensure that results are measured, tracked and communicated to stakeholders as per the approach outlined in the "Interim Report of the Prime Minister's Caucus Task Force on Urban Issues, April 2002"<sup>xi</sup>

Moreover, it is recommended that:

- the Consultant seek out and invite appropriate groups to participate in the relevant pillars of the Action Plan as a working group.
- the North Central Community Society and/or residents from the community be encouraged to be active participants in the working groups.
- a Chair for each working group be identified and the 7 Chairs form the nucleus of a North Central Community Partnership Board working with the Consultant in order to ensure a co-ordinated and strategic implementation of the Action Plan and therefore fulfillment of the community's vision.
- each working group be charged with the responsibility of elaborating and refining the specifics of their Action Plan Pillar and that each working group will participate in an open community meeting where residents will be able to hear the group's plans and methodologies and be invited to recommend changes that might better address the community's needs and fulfill that Action Plan Pillar's goal statement.
- the views set forth in this Final Report be communicated to Regina North Central residents ASAP through a community newspaper format allowing for members of the community to express support and criticize and/or recommend changes to the goals or values contained in the Vision Statement. A mechanism by which those views can be communicated (i.e. a community hotline, e-mail address, etc.) should be expeditiously established.

- once the community has responded to and a reasonable level of acceptance has been established of the Vision statement as set forth in this Report, there should be a celebratory gathering which will include the initial participants in the partnership.

## Footnotes

<sup>i</sup> According to Crime statistics provided by the Regina City Police at their web site, [www.police.regina.sk.ca](http://www.police.regina.sk.ca), in 2002 in Regina North Central there were 827 crimes against persons, and 2,754 crimes against property for a total of 3,581. In an adjacent area of the city, Regina Rosemont, there were 72 crimes against persons, and 548 property offences for a total of 620 in 2002. The following are excerpts from news articles concerning Regina's designation as the Crime Capital of Canada:

" Regina started 2000 as Canada's crime capital and finished the year without letting go of the title, leading all other major cities in both violent and property crimes."  
- The Halifax Daily News – Sun. Jul 29, 2001

"A debate over city hall's proposed hikes for recreational fees repeatedly turned into a discussion of Regina's dubious reputation as Canada's crime capital at Monday's city council meeting. - The Leader-Post (Regina) – Tue. Jun 25, 2002

" The Regina Police Service wants to put 12 new officers on the street this year and ensure all its members are protected from the pressures that come with patrolling Canada's crime capital"-The Leader-Post (Regina) - Mon. Jan 28, 2002

"The most obvious conclusion that can be drawn from new Statistics Canada national crime rate figures is the sad reality that more reported crimes do occur per capita in Regina,..." - The Leader-Post (Regina) - Thurs. Jul 20, 2000

<sup>ii</sup> Taylor Field, the home of the Saskatchewan Roughriders and the site of the 2003 Grey Cup is located within Regina North Central. The Sportplex , which houses the Fieldhouse and the Lawson Aquatic Centre, is also located within Regina North Central. The Agridome, home of the Regina Pats, is in North Central.

<sup>iii</sup> Regina's Exhibition Park is located within Regina North Central. It is the site for the Exhibition and the Agribition. The Agridome located in the Exhibition Park acts as a concert venue throughout the year.

<sup>iv</sup> Please see the terms of reference in Appendix I.

<sup>v</sup> The community audit is an integral part of the CPTED process which culminates in crime reduction by ensuring such essential matters as the provision of well-lit streets and other public spaces. CPTED is seen by many as a very innovative, efficient and cost effective way of reducing crime in communities. Among the many merits of the CPTED approach is that it directly involves community members and allows them to participate in the solution to a formidable challenge. Indeed, most of the work on the CPTED audit will be undertaken by trained volunteers from the community.( Regina Leader Post, Saturday March 22, 2003)

<sup>vi</sup> " Community Consultations for Albert Community School and Scott Collegiate Interim Report for First Nations Urban Partnership " Saskatchewan Instructional Development and Research Unit (SIRDU) Faculty of Education, University of Regina. April 2003

<sup>vii</sup> Please see : [www.police.regina.sk.ca](http://www.police.regina.sk.ca)

Although crime remains a significant problem in Regina it must be noted that progress has been made. As the Leader Post noted in October of 2002," Crime rates in Regina for the first nine months of the year show a marked decline compared with the same period last year."- The Leader-Post (Regina) – Wed. Oct 30, 2002

<sup>viii</sup> Please see [www.reginahealth.sk.ca/programs/drug\\_strategy](http://www.reginahealth.sk.ca/programs/drug_strategy) for more information about the Drug Strategy initiative.

<sup>ix</sup> "Community Development " has been defined by The Community Development Handbook as:

"...the planned evolution of all aspects of community well being (economic, social, environmental and cultural). It is a process whereby community members come together to take collective action and generate solutions to common problems."

The Handbook goes on to note that *effective* Community Development is a long-term conscious and conscientious endeavour with the principle aim being an improved quality of life. Frank, F. & Smith, A. (1999). The community development handbook: A tool to build community capacity. Ottawa: Human Resources Development Canada.

<sup>x</sup> Adapted from True Success: A New Philosophy of Excellence Morris, Dr. Tom , 1994, Berkley Publishing, New York New York at p. 286

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<sup>xi</sup> "Canada's Urban Strategy: A Vision for the 21<sup>st</sup> Century" Prime Minister's Caucus Task Force on Urban Issues, Chair: Judy Sgro, MP, Interim Report April 2002 at pages 4 and 5