

TOWARDS 2000...

A

COMMUNITY ACTION PLAN

FOR THE

NORTH CENTRAL COMMUNITY SOCIETY

DEVELOPED

January 1997

FACILITATED BY

**Haskins & Associates Ltd.
(Management Directions 2000 Ltd.)
Regina Saskatchewan**

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Introduction

Planning in Context

We are living in a time of transition - a time of enormous change. Our reactions to change vary from person to person. Some see it as an opportunity for growth, others see it as a threat to the status quo and fraught with danger. It causes some to freeze in time and others to move to new heights of challenge and excitement.

The process by which organizations and associations choose to chart their futures in times of change is through planning. Planning directs the organizational attention towards the future, thereby enabling it to adapt more readily to change and to determine the direction in which the organization chooses to move.

Planning provides the framework to measure progress in an organization's efforts to achieve its policies and decisions particularly those relating to the deployment of its human financial and capital resources.

Planning leads to a strategic approach to management. It creates a climate for continuous and participatory planning. Planning becomes the shared responsibility of all within the organization with the end result of improved individual and overall organizational performance

In planning, both substance and process are important. The substance is viewed as the "product" and results in written documentation of the organization's efforts to understand itself and its future. The process of formulating the plan is of equal value. The process involves all the significant players in the organization in formulating the plan. It is based on openness, trust and relevant participation.

Planning requires a significant effort and usually involves a series of go/no go decisions. Strategic decisions cause change for the organization, tend to change the direction of the organization in whole or in part, and require commitment over a long period of time.

Planning is an on-going process requiring commitment and ownership to the organization and its direction. The product or planning document, however is not something that should stay on the shelf. The planning document is the guideline for action for all within the organization and a blueprint to measure progress and deviation.

The Planning Process

The planning process followed consisted of four major steps. In the first step, the environment in which the Community Society operates was considered to identify the political, economic social, technical and supply factors that may impact the organization and its operation. These environmental factors included:

Political	The policies, regulations, legislation, and hierarchy you work within as well as single issue interest groups, government, and other associations are examples of <i>political</i> environmental factors.
Economic	Interest and bank rates, the health of business, current wage settlement patterns, government deficits and transfer payments are all examples of <i>economic</i> factors.
Social	Trends such as equal access, employment equity, decentralized services and demographic trends such as the aging population are potential <i>social</i> factors to be considered.
Technology	Computers, electronic mail, and the merging of communication technologies are a few examples of the <i>technological</i> factors that will have influence on the organization.
Supply	The organization is fundamentally concerned with provision of goods to its clients. Changes in the purchase patterns of the general population and increasing operating costs for business are examples of <i>supply</i> related factors.

With an understanding of the environmental factors impacting the Community Society, work on the second activity, the remaining planning steps, were completed. These planning steps included:

Mission	The mission statement describes what the organization does in conceptual terms as well as the purpose of the organization and the contribution it wants to make.
Objectives	Outline and identify the areas for activity and the direction to be taken to be effective as an organization.
Activities	Establish the time frame in which specific steps will be undertaken, outline the measures of the action as well as assign responsibility to specific persons or groups.

Environmental Factors

POLITICAL

ISSUE, CONDITION OR TREND	POSSIBLE IMPACT	DEGREE OF IMPORTANCE	DEGREE OF CONTROL
Governments are spending less on social programs	Reduction in social services benefits for residents	HIGH	SOME
Changes in Employment Insurance Rules and benefits	Impacts the financial situation of residents	HIGH	NONE
School boards looking at possibility of closing area schools	Increased family financial burden; Disruption of family life; "upsets" student population	HIGH	SOME
Changes in labour legislation regarding child care workers	Increased family financial burden, May deter looking for employment, Negative impact on family life	HIGH	SOME
Previous Board of Community Association	Left negative feelings towards the association and the current board, need to re-build credibility	HIGH	HIGH
First Nation/Métis economic development initiatives outside the community	Missed opportunity to improve local visibility and participation in local community	HIGH	SOME

ECONOMIC

ISSUE, CONDITION OR TREND	POSSIBLE IMPACT	DEGREE OF IMPORTANCE	DEGREE OF CONTROL
Poor business environment	Reduced property value, and reduced employment opportunities in the area	HIGH	HIGH
Standard of Living has declined	Erodes family values, has potential for change in community makeup	HIGH	SOME
Property Tax Reassessment	Reduction in property taxes may increase available income	HIGH	NONE
Standard of Housing (Slum scenario)	Decreased housing values in area, encourages transient residents, decreased self esteem	HIGH	MEDIUM
The City has less money to spend on Police initiatives	Reduction in police presence and patrols may result in increased general and youth crime.	HIGH	MEDIUM
Trend to Corporate downsizing	Increase un-employment for residents	HIGH	NONE
Changing economic environment	Drop in jobs for youth as adults move into traditional youth jobs.	HIGH	HIGH

SOCIAL

ISSUE, CONDITION OR TREND	POSSIBLE IMPACT	DEGREE OF IMPORTANCE	DEGREE OF CONTROL
Opportunities lacking for youth	Increased juvenile crime level	HIGH	HIGH
Single Parent Families	Decline in sense of family & family responsibility; increased juvenile crime; reduced opportunity for self-sufficiency	HIGH	HIGH
Frustrated police have increased difficulty in controlling crime	People consider taking own actions	HIGH	SOME
Decline in role of church in society	Change in sense of family and family responsibility. Reduced influence in the community.	HIGH	SOME
Increased presence of prostitution in the area	Takes away youth from the youth; Has negative impact on family environment; Increased concern for personal safety	HIGH	SOME
Racism	Fractionalises the community	HIGH	HIGH
Increased percentage of population is senior	Limited income to spend in area; increased need for support services	HIGH	MEDIUM
Those with jobs are working longer and harder	Reduced volunteer availability, impact on sense of family	HIGH	NONE
Community committed to improvement in quality of life	Increased resource and volunteer potential	HIGH	HIGH

SOCIAL CONTINUED

ISSUE, CONDITION OR TREND	POSSIBLE IMPACT	DEGREE OF IMPORTANCE	DEGREE OF CONTROL
Increase in multi-cultural immigration	Increased need to be aware of multi-cultural issues and values	HIGH	SOME
Decline of health conditions of residents	Increased use of prescription drugs among Seniors. Increased prevalence of disease including Sods/HI/AIDS in general population.	HIGH	HIGH
Poor attitudes among service workers towards residents.	Social Workers, Police, etc. not familiar with community issues and environment are not able to deliver the value-added services and support required.	HIGH	HIGH
Increased prevalence of social service recipients; support services lacking in community.	Residents must leave community to obtain required services. Increased need for support programs and services within the community.	HIGH	HIGH

TECHNOLOGICAL

ISSUE, CONDITION OR TREND	POSSIBLE IMPACT	DEGREE OF IMPORTANCE	DEGREE OF CONTROL
Computers	Increased ability to publish quality newsletter and area reports resulting in improved communication and education	HIGH	HIGH
Technology	Realignment of workplace skills	HIGH	SOME

SUPPLY

ISSUE, CONDITION OR TREND	POSSIBLE IMPACT	DEGREE OF IMPORTANCE	DEGREE OF CONTROL
Volunteers are hard to get	The same people are found doing everything resulting in burnout and increased disinterest	HIGH	HIGH
Businesses less likely to provide goods and services voluntarily	Less resources available to support community projects	MEDIUM	LOW

Mission Statement

WORKING TOGETHER EFFECTIVELY TO
ENHANCE OUR COMMUNITY LIFE.

Objectives

These objectives are presented in priority order as determined by Members of the Board of Directors.

1	To create positive change in our community.
2	To enhance the quality of life within our community.
3	To promote and unify our community.
4	To represent our community.

Strategies & Activities

OBJECTIVE 1 TO CREATE POSITIVE CHANGE WITHIN OUR COMMUNITY

Activities	Completion Statement	Time Frame	Responsibility
IMPROVE HOUSING			
Community Beautification Program	Community is enhanced in an ongoing program (murals, gardens, hydrants painted).	Ongoing	Dianne, Mary
Establish Housing Committee	When a working committee is in place	End of May 1997	Cindy, Rob, Peter
Improved bylaw enforcement	Currently in place	On-going	Blair, Peter
ENHANCE SAFETY			
Community Based Police	Police office in the Community.	September 1997	Peter, Cindy
Peacekeeper Program	Active patrols with community support	May 1997	Peter, Jim
Community Bicycle Program	Bicycles are available for use	May 1997	Cindy, Peter

<p>OBJECTIVE 2 TO ENHANCE THE QUALITY OF LIFE WITHIN OUR COMMUNITY</p>
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Activities	Completion Statement	Time Frame	Responsibility
Recreational programs for all ages of community residents	Ongoing programs are in place and residents are participating regularly.	Ongoing	Mary, Peter
Vocational development opportunities	Regular program is in place and being utilized.	Ongoing	Mary, Peter
Church Retention	Representation of all churches in the community.	Ongoing	Cindy, (Ministerial Committee.)
Establish Health and Safety Committee	Working Committee in place.	June 1997	Mary, (Care & Share Group)
Stay in School Program	Program defined and implemented.	June 1997	Dianne
Senior/Home Visit Program	Regular visits taking place	Ongoing	Mary, Nina
Community Social Service Worker	When Social Worker located in Community	Summer/Fall 1997	Cindy, Peter
Tutoring	Tutoring program in place	Fall 1997	Dianne

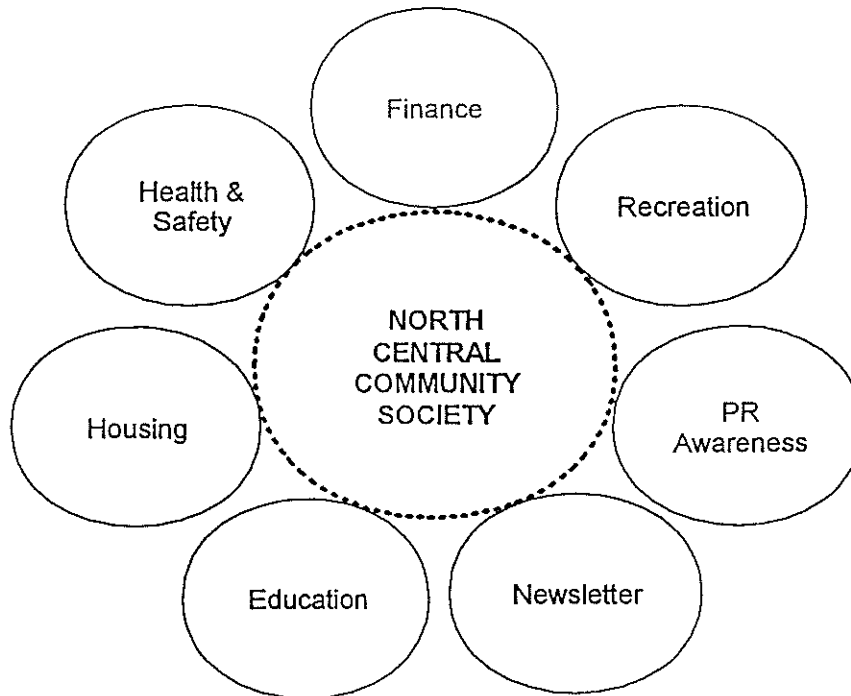
OBJECTIVE 3 TO PROMOTE AND UNIFY OUR COMMITTEE

Activities	Completion Statement	Time Frame	Responsibility
ENHANCE SELF-IMAGE			
Community Gathering opportunities	Area residents, business and social groups interacting.	Feb 12, 1997	Peter
Community Day	Date/Location scheduled and program planned	June 13, 1997	Peter, Mary, Blair
RESOURCES			
Inventory of Community	Inventory completed and regular updates are planned.	January 1997 (COMPLETED)	Peter
Community Association Organized	Working committees in place	Ongoing	All Board Members
AWARENESS			
Community Newsletter	Newsletter being distributed in the Community	End of February 1997	Tina, Nina
Establish PR (Awareness) Committee	Working Committee in place	March 1997	Blair

OBJECTIVE 4

Activities	Completion Statement	Time Frame	Responsibility
Represent the Community at major civic events.	The community is regularly represented at major civic events.	Ongoing	Board
Maintain regular contact with City Officials	City officials are aware of the Association and regularly contact the Association on matters related to the Community.	Ongoing	Board, Peter
Document community needs and key issues	The needs and key issues of Community residents have been documented.	June 1997	Board, Peter, Mary
Invite cooperation from other associations groups located in the community in the affairs of the community.	Other groups located within the Community regularly work with the Association.	Ongoing	Board

Organizational Considerations



The North Central Community Society will be re-organized to support the plan as outlined. This new organization will function in a matrix environment with each member of the Board taking responsibility for a functional committee.

Functional committees will be responsible for establishing and maintaining contact with current working committees and related organizations within the community.

To date, the following relationships have been outlined:

Health & Safety

- ▶ Care & Share
- ▶ Peacekeepers
- ▶ Neighbourhood Watch
- ▶ Overeaters Anonymous

Recreation

- ▶ FortyNiners
- ▶ Good Neighbours
- ▶ O.H.L.
- ▶ Silver Spokes

Education

- ▶ Pre-school
- ▶ Pathfinders
- ▶ Albert Scott Library
- ▶ C.O.R.E.
- ▶ Tutors
- ▶ Stay in School

Housing

- ▶ Beautification
- ▶ Bylaw Enforcement
- ▶ Habitat for Humanity

In addition to the functional committees outlined in the diagram, representation to the Board from special interest groups is encouraged. To date, the Board has identified need for representation from the following:

- ▶ Youth
- ▶ Seniors
- ▶ Churches

The Society has within its grouping two functions performed by staff assigned to the Community and operating as ex-officio members of the Board:

- ▶ Community Co-ordinator
- ▶ Community Health Co-ordinator.

Future plans would include Social Services and Police Co-ordinators in similar roles.

The Next Steps

Acceptance of the Society and its Board throughout the community, as community representatives, is of primary concern to the Board. To help with this process it was decided that activities related to improving the level of acceptance would be the initial focus of attention. In doing so, the Board will communicate that it is an open body and that members of the community are to be welcomed.

The establishment of the Community Newsletter will provide the initial vehicle to communicate the new structure of the Society and the existence of its *Action Plan* and the activities outlined within it.

The Board, while placing the initial focus on the issue of acceptance will also begin working towards the initiatives outlined in the plan through active creation and utilization of the functional committee structure. As part of its thrust to ensure that Committee actions are consistent with directions established by the Board, the Board is considering requiring focused action plans from each of its functional committees.

Maintenance of the *Action Plan* will be important over time, especially as operating circumstances and the community environment are constantly changing in some manner. The Board will include reviews of its strategies and actions as part of its monthly Board meeting and quarterly will review the environmental assessment.

Appendix A
Planning Activity Participants

Board of Directors

Cindy Tripps, Chairperson
Dianne Uhryn, Vice Chair
Nina/Jim Maxwell, Secretary
Perry Boyko, Treasurer

Sharon Harris
Tina Larose
Joanne Lessor
Blair MacNeil
Dan Duncan
Pam Gibson

Members of the Staff

Peter Lewis, Community Co-ordinator
Mary Sutton, Community Health Co-ordinator

Civic Representative

Rob Deglau, Counsellor

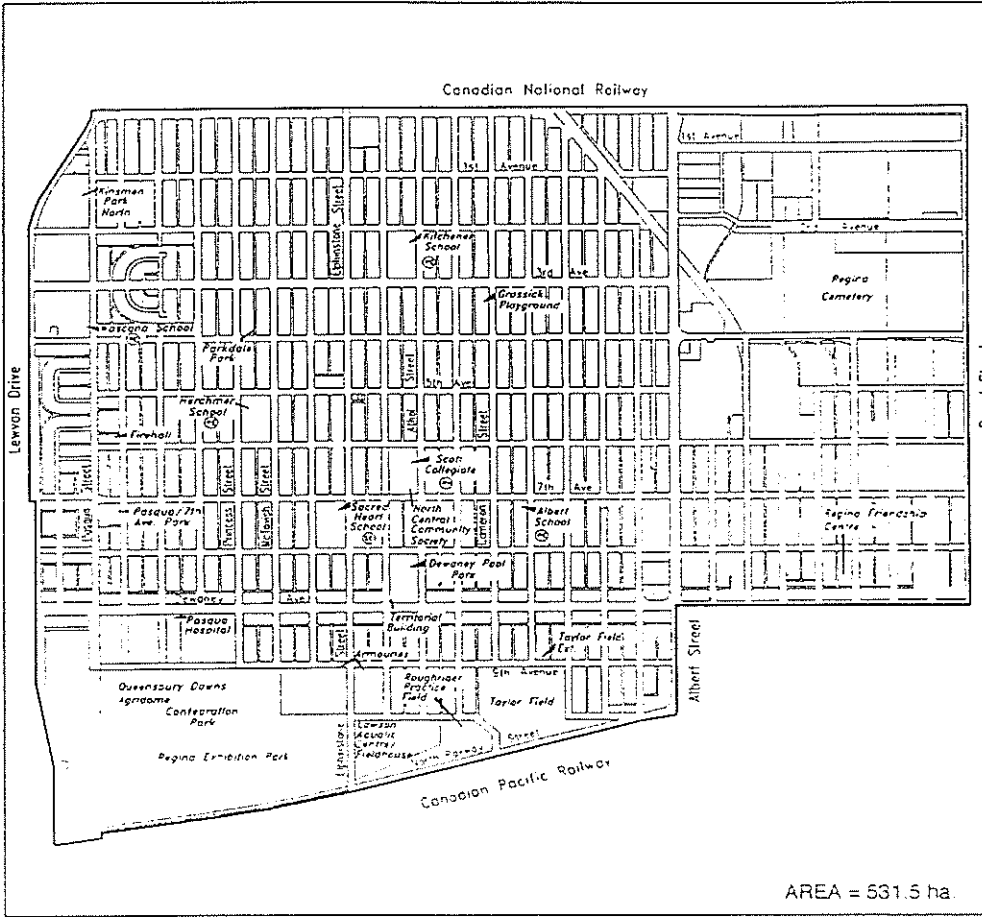
Planning Consultants

R. J. (Jim) Haskins, ISP, CMC
G. W. (Graham) Milton

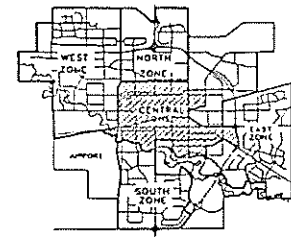
Appendix B
Community Profile

Neighbourhood Profile

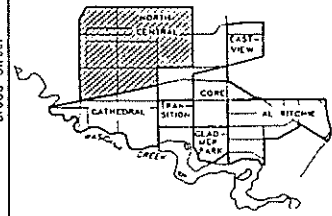
NORTH CENTRAL



AREA = 531.5 ha.



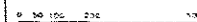
CITY MAP - CENTRAL ZONE



CENTRAL ZONE - NORTH CENTRAL

City of Regina
Planning & Building Department

Scale



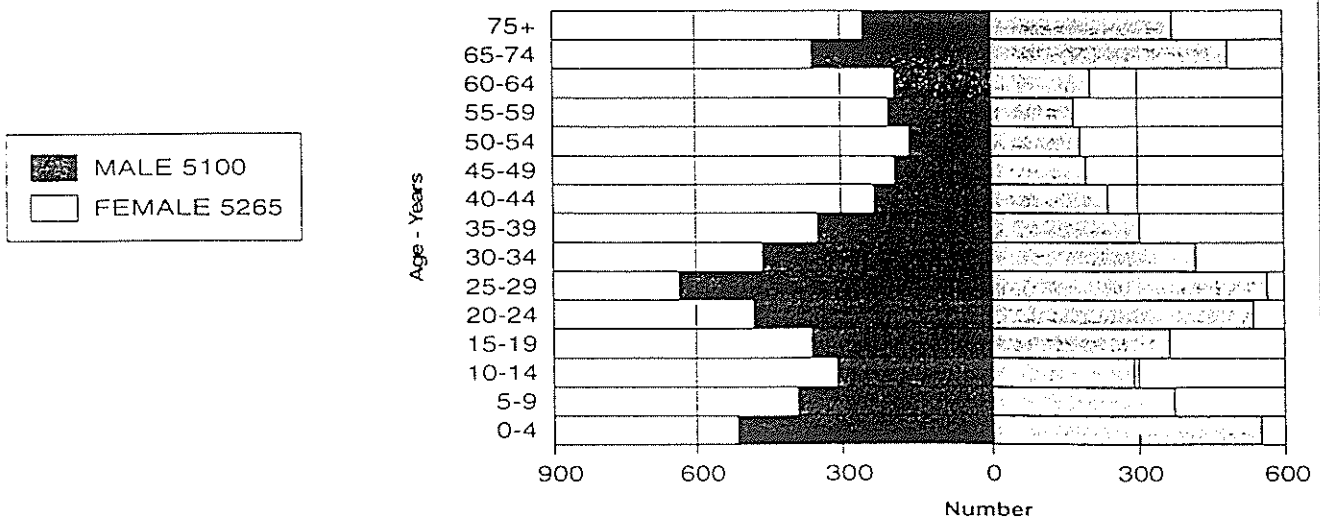
February 1994



NORTH CENTRAL

1991 North Central Neighbourhood Population - 10,366

* SOURCE 91 Census, Special Tabulation



North Central Neighbourhood Notes

The North Central Neighbourhood or the "North Side" began to develop as a working class residential area with the establishment of the Warehouse District to the east. With over 1,000 men employed in warehouses and the CPR yards by 1908, North Central provided much of the local housing. The Albert School, constructed in 1905, also became an important focal point for attracting many families. The T. Eaton Company and the Robert Simpson Company also built large mail order warehouses during the First World War.

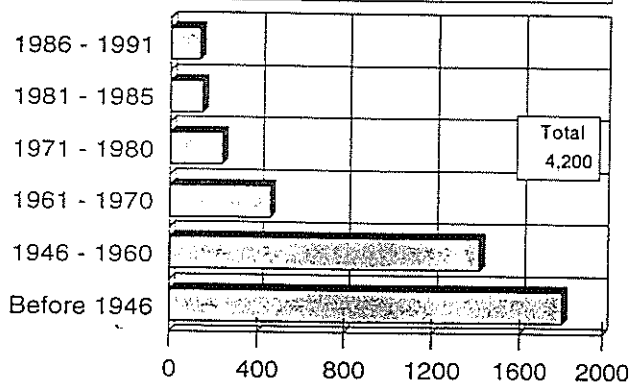
Housing is predominately pre-1946 in age. It is modest and single-detached in nature. A significant amount of infill development also occurred between 1946 and 1960. Home ownership, at over 58%, is average for the Inner City. Similarly, household incomes are near average.

The current number of vacant residential lots in parts of the neighbourhood is high. The Inner City Housing Stimulation Strategy (ICHSS), which promotes residential infill development, should assist in correcting this. Under the ICHSS, new housing on vacant residential lots are eligible for a 5 year tax exemption. Regina Habitat for Humanity [associated with ICHSS] built their first house in North Central in August 1993. More family-owned housing is planned for the 1990s.

North Central, with a population of 10,366 in 1991, is the largest neighbourhood in the Inner City. The population has been stable for the past 5 years. Between 1981-86 it increased by over 2,700 persons or 33%. The largest age group is between 25-29 years which may indicate the re-establishment of younger family households. The under 15 age group is below the City average, however, the number of children between 0-4 is the second largest age group in the neighbourhood.

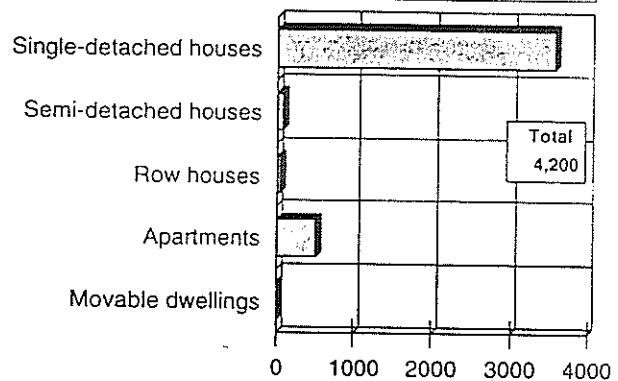
Age of Housing Stock: 1991 - number

* SOURCE : 91 Census, Special Tabulation



Type of Housing Stock: 1991 - number

* SOURCE : 91 Census, Special Tabulation



Notable Developments Since 1980

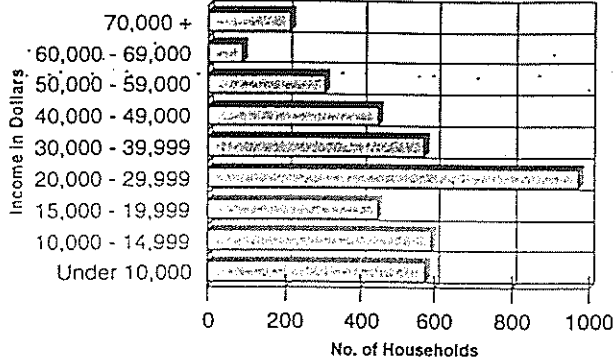
North West Territorial Building restoration
 Albert Scott Community Centre - Athol Street
 Commercial Developments
 (Toys R Us, Red Lobster, etc.) - Albert St.

Field House - Elphinstone Street
 Performing Arts Theatre - 600 Block Angus Street
 Planned Group of Dwellings - 1300 Block Rae Street

The Residential Rehabilitation Assistance Program (RRAP): invested about \$4.76 million on 942 housing units in the North Central neighbourhood to improve existing housing stock during 1979-93. This neighbourhood received the highest level of support under the RRAP program.

North Central : Household Income - 1991

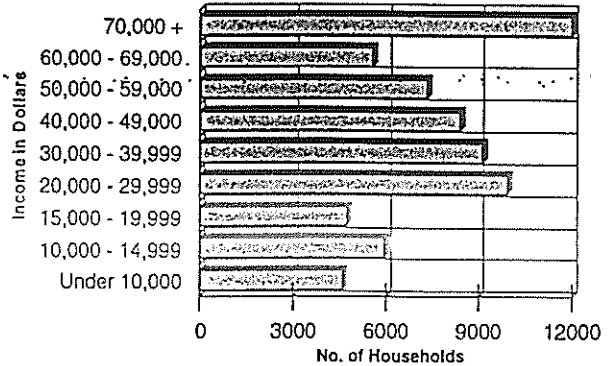
* SOURCE : 91 Census, Special Tabulation



Average Household Income	\$28,171
Incidence of Low Income	37.7%
Gross Rent \geq 30% of Household Income	19.4%
Owners Major Payments \geq 30% of Household Income	8.4%

Regina : Household Income - 1991

* SOURCE : 91 Census, Special Tabulation

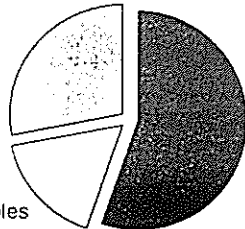


Average Household Income	\$45,671
Incidence of Low Income	16.4%
Gross Rent \geq 30% of Household Income	6.9%
Owners Major Payments \geq 30% of Household Income	7.5%

North Central : Total Number of Census Families in Private Households

	North Central		City	
	No.	%	No.	%
Total number of census families in private households	2675	100.0	4689	100.0
Total husband-wife families	1480	55.3	3600	76.8
Total families of common-law couples	445	16.6	3885	8.3
Total lone-parent families	750	28.0	7000	14.9

Total lone-parent families



Total families of common-law couples

Total husband-wife families

North Central : Parks & Facilities

* SOURCE : C.S.P. & R., 1994

PARKS

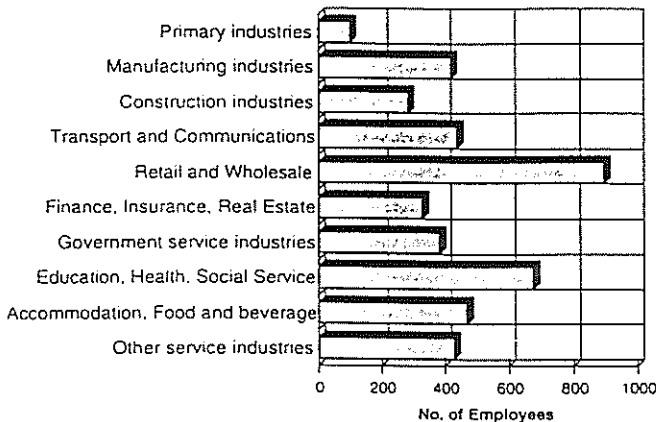
Grassick Playground
 Confederation Park
 Kinsmen North Park
 Parkdale Park
 Pasqua & 7th Avenue Park
 Taylor Field Extension

FACILITIES

Albert/Scott Community Centre
 Sportplex (Lawson Aquatic Centre/Fieldhouse)
 Taylor Field
 Dewdney Pool
 Regina Cemetery (Walking Tour)
 Roughrider Practice Field
 Spray Pad - Kinsmen North Park

North Central : Occupation of Labour Force - 1991

* SOURCE : 91 Census, Special Tabulation



	NORTH CENTRAL		CITY	
	No.	%	No.	%
Primary industries	100	2.2	2340	2.4
Manufacturing industries	420	9.5	6385	6.5
Construction industries	285	6.4	5370	5.5
Transport and Communications	440	9.9	10005	10.3
Retail and Wholesale	895	20.2	17665	18.2
Finance, Insurance, Real Estate	330	7.4	12560	13.0
Government service industries	385	8.7	10880	11.2
Education, Health, Social Service	675	15.2	17085	17.6
Accommodation, Food and beverage	470	10.6	6660	7.1
Other service industries	430	9.7	7720	8.0
All industries	4435	100.0	96870	100.0

North Central Neighbourhood - Population Information

* SOURCE : 91 Census, Special Tabulation

	NORTH CENTRAL		CITY	
	No.	%	No.	%
Total Population, 1991	10,366	100.0	179,178	100.0
- single (never married) 15 years +	3,150	30.4	43,545	24.3
- legally married (and not separated)	3,070	29.6	73,680	41.2
- widowed	650	6.3	8,805	4.9
- divorced	690	6.6	8,350	4.7
- under 15 years	2,430	23.4	40,790	22.8
Total number of census families in private households	2,675	100.0	46,890	100.0
- average number of persons per household	2.4	-	2.6	-
- total husband-wife families	1,480	55.3	36,000	76.8
- total families of common-law couples	445	16.6	3,885	8.3
- total lone-parent families	750	28.0	7,000	14.9
Total number of persons 65 years and over	1,410	100.0	17,970	100.0
- living with relatives	95	6.7	995	5.5
- living alone	450	31.9	5,995	33.4

North Central Neighbourhood - Housing Information

* SOURCE : 91 Census, Special Tabulation

	NORTH CENTRAL		CITY	
	No.	%	No.	%
Total number of occupied private dwellings	4,200	100.0	67,600	100.0
- owned	2,450	58.3	43,835	64.8
- rented	1,745	41.5	23,765	35.1
- single-detached house	3,565	84.9	46,570	68.9
- semi-detached house	80	1.9	1,585	2.3
- row house	40	1.0	2,875	4.2
- apartment, detached duplex	120	2.8	980	1.4
- apartment building, five or more storeys	25	0.6	3,635	5.4
- apartment building, less than five storeys	360	8.6	11,740	17.4
- movable dwelling	0	0	155	0.2

North Central Neighbourhood - Community Information

Schools	NAME	ADDRESS	PHONE
Elementary - Public	Albert	1340 Robinson Street	791-8539
Elementary - Public	Herchmer	1132 McTavish Street	791-8448
Elementary - Public	Kitchener	840 Athol Street	791-8516
Elementary - Catholic	Sacred Heart	1314 Elphinstone	791-7290
High School - Public	Scott Collegiate	3350 - 7th Avenue	791-8415
Elementary - Public	Wascana	4210 - 4th Avenue	791-8528
Community Centre	Albert Scott Community Centre	1264 Athol Street	777-7033
Community Association	North Central Community Society	1264 Athol Street	777-7033
Seniors	Senior Power	NA	757-4664
Other	Regina Friendship Centre	1440 Scarth Street	525-5459
	Regina Indian Community Awareness	1264 Athol Street	359-7919

This neighbourhood profile is intended to present basic characteristics on population, housing and public facilities. For further information on this neighbourhood or other neighbourhoods in Regina, please call 777-7556