Core Neighbourhood

Sustainability Action Plan

Prepared by Holland Barrs Planning Group for the City of Regina.

May 2008
The City of Regina would like to acknowledge the effort and commitment of all those gave their
time, knowledge, and expertise in the creation of the Core Neighbourhood Sustainability Action
Plan. The City would especially like to thank it’s staff, the residents of the Core neighbourhood,
and its partners, including Saskatchewan Housing Corporation, Canada Mortgage and Housing
Corporation, the Core Community Association (CCA), Action for Neighbourhood Change (ANC),
the United Way of Regina, the Regina Crime Prevention Commission and the Regina Inner City
Community Partnership (RICCP).

All participants enthusiastically participated in the Core neighbourhood planning process. The
result has been a comprehensive plan that includes actionable strategies to revitalize the Core
neighbourhood, ranging in scope from short to long-term. It is hoped that the Core neighbourhood
will benefit greatly from the actions outlined in this document.

This project benefitted from the funding and support of:

The City of Regina
The Federation of Canadian Municipalities (FCM)
Canada Housing and Mortgage Corporation (CMHC)
Communities of Tomorrow

This plan was prepared by the Holland Barrs Planning Group in 2007 with oversight by staff from the
City of Regina. Other professional contributions were made by the following:

Eberle Planning & Research
Harris Consulting
Frank Ducote Urban Design
Nathan Edelson Consulting
Sustainable Edge Consulting
SAIC Canada
ACKNOWLEDGEMENTS

The City of Regina would also like to thank the following contributors for their support, ideas, and feedback during throughout the Core planning process:

Regina Inner City Community Partnership  
Core Community Association  
Saskatchewan Arts Board  
Media Production Studies, University of Regina  
Sakewewak First Nations Artists Collective  
Common Weal Arts  
Inner Circle Management  
Action for Neighbourhood Change  
Multiculturalism Council of Saskatchewan  
Neutral Ground Gallery  
Arts Action Inc.  
Office of Energy Conservation  
SaskPower  
SaskEnergy  
Regina Qu’Appelle Health Region  
Regina Police Services, City of Regina  
Communities of Tomorrow
The City of Regina, in cooperation with its partners and stakeholders, is committed to developing broad community support for the Core Neighbourhood Sustainability Action Plan. In order to accomplish this, the City commits to do the following:

1.1 To uphold the Plan as a living document by establishing a regular reporting process and providing ongoing opportunities for further input and participation from stakeholders and community residents.

1.2 To adopt the Action Plan to guide decision making in the Core Neighbourhood. To amend the Municipal Development Plan (also called Official Community Plan) with a new Core Neighbourhood Land Use Plan and Policies that are consistent with the Action Plan.

1.3 The City will confirm commitment and support in this process from other levels of Government.
# TABLE OF CONTENTS

2 ACKNOWLEDGEMENTS

4 COMMITMENT TO ACTION

5 ABLE OF CONTENTS

6 EXECUTIVE SUMMARY

## SECTION ONE

### 13 ABOUT CORE NEIGHBOURHOOD

14 Past and Present

16 Key Findings

19 Core Quick Facts

## SECTION TWO

### 21 SUSTAINABLE ACTION PLAN OVERVIEW

22 Sustainable Action Plan Process

23 Action Plan at a Glance

24 Planning Principles

25 Core Neighbourhood Concept Plan

## SECTION THREE

### 27 RECOMMENDED STRATEGIES FOR CHANGE

28 Strengthen Resident Engagement & Build Neighbourhood Capacity

34 Support Community Economic Development and Build Strong Connections with Institutions

42 Establish and Implement a Long-Term Sustainable Housing Strategy

50 Enhance Food Security and Provide Access to Quality Food

55 Improve Safety and Reduce Crime

60 Invest in Community Identity by Building on the Arts, Culture and Heritage Assets of Core

67 Green the Core

74 Create Beautiful and Vibrant Streets

## IMPLEMENTATION STRATEGY

### APPENDIX A

89 Summary of Core Neighbourhood Strategies

### APPENDIX B

93 Reference Materials
The Core Neighbourhood Sustainability Action Plan is the result of one of the most comprehensive neighbourhood planning processes the City has ever undertaken. The Core neighbourhood was identified as a community in critical need of a plan that would help to ensure its immediate and long-term sustainability.

The City has worked closely with the Core Community Association (CCA), community residents, local businesses, community groups, and a number of municipal, provincial and federal departments to develop the Core Plan. More than a thousand community residents and stakeholders participated in this process.

The Core Plan is a broadly supported, action-oriented strategy for revitalizing the Core neighbourhood. It articulates a number of specific strategies and city-wide recommendations in response to community-identified priorities.

The Core Plan establishes a policy framework to guide the actions of service providers, government agencies, institutions, and private businesses in fostering a vibrant and sustainable inner-city neighbourhood. It focuses on revitalizing without displacement, and respecting the heritage and diversity of the Core neighbourhood.

The goal is to foster enduring partnerships, to revitalize the neighbourhood, to guide future development, and to build new initiatives by capitalizing on existing assets in the community. It is hoped that the Core Plan will inspire future sustainable initiatives and neighbourhood development in Regina.
Community Identified Priorities:

- Recreation and Cultural Facilities
- Revitalization of Commercial Areas
- Housing and Support Services
- Addion Related Crime and Safety
- Neighbourhood Identity

Responsive Strategies:

1. Strengthen resident engagement & build neighbourhood capacity
2. Support community economic development and build strong connections with institutions
3. Establish and implement a long-term housing strategy
4. Enhance food security and provide access to quality food
5. Improve safety and reduce crime
6. Invest in community identity by building on the arts, culture and heritage assets of Core
7. Green the Core
8. Beautiful Walking Streets

Core residents, service providers, City staff and consultants gathered to discuss opportunities for Core (Shaping Your Neighbourhood Charrette, 2007).

All residents were invited to review and provide feedback on ideas throughout the process (Shaping Neighbourhood Charrette, 2007).

New development on the former St. Joseph’s school site in Core (now called Maple Leaf Estates) applies sustainable design practices (City of Regina).
A Sustainable Neighborhood in a Sustainable City...Drivers for Change

This Action Plan embraces sustainable development as a framework for planning and design. Sustainable development “meets the needs of the present without compromising the ability of future generations to meet their own needs” (Bruntland Report, 1987). It recognizes that there are ultimate biophysical limits to growth, and adopts the precautionary principle to manage risk. It promotes self-sufficiency, equity, shared responsibility, and good governance. Social and ecological sustainability is achieved by balancing economic and social development, while simultaneously conserving natural resources and preserving ecological health. Canadian communities are increasingly adopting sustainable practices when undertaking community planning projects.

The ecological, social and human dimensions of sustainability are reflected in the Imagine Regina 2020 Vision. Regina’s Vision is for a “vibrant, inclusive, attractive sustainable community where people live in harmony and thrive in opportunity.” It supports compact and affordable neighbourhoods, and values the city’s open spaces and streetscapes. The Vision recognizes the diversity of needs in the community, the critical role of leadership in achieving the Vision, and the need for all residents to participate in decision making. The goals of safety, strong community networks and a sense of belonging are key elements that promote harmony and well-being.

Regina 2020 recognizes the need for economic development, but also the importance of how that development occurs. The community vision outlined in this Plan demonstrates a new, more sustainable way of thinking and living in Regina. The Core neighbourhood will be a model of how an inner-City neighbourhood can use the principles of sustainability to become a vibrant and healthy community, while maintaining and supporting its existing character and population. The vision for the Core neighbourhood is expressed in planning principles that are based on resident priorities. These principles guide eight strategies for positive change. These eight strategies are outlined in the Plan and are intended to cultivate the long term well-being of the Core community.
City-wide Strategic Recommendations

For Shaping the Future of Regina and the Inner City:

All neighbourhoods exist within greater urban, regional and global contexts, and are thus influenced by larger trends such as climate change, oil and natural gas depletion, pollution, overconsumption of natural resources, food insecurity, immigration, increasing housing costs, and growing income gaps.

In Regina, such big-picture and long-term trends are addressed in several City-wide initiatives, including:

• Shaping Regina
• A Home for All: Regina Community Plan 2007
• The Green Ribbon Plan
• The Regina and Area Drug Strategy
• Imagine Regina 2020
• Downtown Plan

While the Core Neighbourhood Sustainability Action Plan has a neighbourhood focus, there are larger environmental and socio-economic trends that significantly impact the Core. The following recommendations address sustainability issues that need to be addressed across the City as a whole.

1. Vibrant Inner-city:
Recognize the inner-City’s function in creating a sense of place and identity, and the important role the Core and other inner-City neighbourhoods play in the revitalization of the downtown (and vice-versa). Incorporate mutually beneficial strategies into the Downtown Plan and other planning processes dealing specifically with inner-City neighbourhoods.

2. Urban Form:
Respond to City Council’s City-wide strategy of planning for compact and affordable neighbourhoods through the recognition that development on the
City-Wide Strategic Recommendations

periphery can either positively or negatively impact inner-City areas. Develop prescriptive and pedestrian-oriented urban design codes, limit big-box retail, reduce parking requirements and roadway widths, strongly support infill, and require mixed-uses and higher densities in all new development.

3. Community & Culture:
Promote equity and celebrate diversity by supporting the development of City-wide strategy to enhance community engagement and cultural development. Ensure strong support for cultural facilities, community centres, public art, artist-in residence programs, cultural events, and street and neighbourhood festivals.

4. Human Services:
Establish a balance between the concentration of services available in the inner City and services available City-wide. Services should support neighbouroods by providing responses to community-based needs. Enhance information networks to improve communication and coordination to address key issues such as addiction services, crime prevention, community health, homelessness, and youth employment and skills development. Plans developed in these areas should inform each other.

5. Full-cost Accounting & Asset Management:
Incorporate full-cost accounting in corporate decision-making and policy development. Consider the long-term costs associated with different development choices. For example, automobile-oriented development has been shown to produce high levels of infrastructure maintenance, air pollution, greenhouse gas emissions, low pedestrian activity, high rates of obesity, and reduced sense of place and community.

6. Resource Consumption & Ecological Footprint:
Reduce the City’s collective ecological footprint by focusing on demand-side management. Regina’s ecological footprint includes all resource consumption, waste production, and space requirements of its citizens. Develop strategies that proactively reduce the consumption of energy, water, land and goods, and promote stewardship, efficiency, and sustainable livelihoods.
7. Water:
Develop water conservation programs and strategies for households and businesses. Strategies should consider low-flow fixtures, irrigation standards, grey water reuse, compost toilets, living machines (a form of biological wastewater treatment designed to mimic the cleansing functions of wetlands), on-site rainwater collection and storage, and other strategies aimed at reducing water consumption.

8. Solid Waste:
Develop a City-wide, comprehensive curbside recycling and composting program. Enhance waste minimization strategies by charging more for garbage collection and less for recycling. Encourage businesses, especially those in the construction industry, to engage in the reuse and recycling of materials. Incorporate full-cost accounting into landfill management and decision-making.

9. Energy:
Develop a City-wide energy strategy that responds to problems associated with climate change and the depletion of oil and natural gas. Build capacity for community energy planning, which involves site-specific and neighbourhood-scale renewable energy production. Establish a municipal energy utility (electrical and/or thermal), and encourage the development of highly efficient energy systems, possibly managed and governed by a municipal utility. Encourage developers to implement district energy systems for large-scale projects.

10. Climate Change:
Work with partners such as the Prairie Adaptation Research Collaborative to develop and implement strategies adapted to the bioregion. Build local resiliency to changing environmental factors, such as diminishing water supply, increasingly erratic food supply, and increasing frequency of extreme weather events.
SECTION ONE: ABOUT CORE NEIGHBOURHOOD
THE CORE NEIGHBOURHOOD

Past and Present....

The Core neighbourhood is one of Regina’s oldest communities. Core began to develop east of the emerging downtown market square in the 1890s. One of three original residential areas in the city, this bustling working class neighbourhood grew to cover 33 City blocks by 1913.

Since its inception, Core has been a distinctively multicultural community. Residents from numerous countries have immigrated to the area. The northern portion of core was originally known as “Germantown” because of early German settlement there. Other ethnic groups followed, contributing to the neighbourhood’s cultural diversity. Many ethnic organizations and businesses are still based in the area today, an outgrowth of its origins as a community adjacent to the commercial hub of the City. Through the first half of the 20th century, 11th Avenue was an important commercial “high street,” lined with hotels, shops and other services.

In the post-war boom of the 1950s and 1960s, many families left Regina’s inner City for the suburbs as new housing and shopping areas were built at the City periphery. Neighbourhoods such as Core began to decline. Many character homes were levelled to make way for multi-family buildings and apartments. The majority of municipal capital went to build new roads, parks, schools, libraries and other services in the rapidly growing suburbs, leaving little money to maintain existing infrastructure in the inner City. Today, Core ranks as one of the most disadvantaged neighbourhoods in the City. Many residents experience high levels of poverty, crime and unemployment.
Business in the area is strained. Due to depreciated property values, there has been very little new housing development in the past decade and the aging housing stock is now in need of significant improvement. In spite of these problems, Core received less attention and support than other Regina neighbourhoods. Except for a few, small dedicated groups with roots in the community, most major organizations and service providers are based in areas that serve a larger client base. Additionally, Core seems to lack the pronounced grassroots community effort and leadership that has enabled other inner City neighbourhoods to turn themselves around over the past twenty years.

However, things are changing. Core has a number of very positive assets that make it a great place to live. It’s a neighbourhood ripe for revitalization. Core’s proximity to downtown, tight-knit grid streets, mature trees, and heritage homes make it a unique, affordable and walkable community. Core also has a diverse population in age, income and culture. Many community members feel that Core residents ‘look out’ for one another. There are well-established specialty food shops in the neighbourhood and great hubs such as Maple Leaf Pool that draw people from both inside and outside the neighbourhood. Such physical and social aspects establish the basis for future sustainable achievements.
THE CORE NEIGHBOURHOOD - CONTEXT

Key Findings

A Fragmented Inner-city Neighbourhood....

With 4,845 residents (SaskHealth, 2006), Core has a highly mobile population. More than 60 percent of Core residents have moved in the last five years. Many children who attend Thompson Community school change residences up to four or five times a year. This transience has a major impact on quality of life and levels of community engagement in the neighbourhood.

Core’s demographic profile is unique in a number of ways. There is an unusually high number of single, working-age males living in the community, and a high concentration of young single persons. Families tend to be concentrated in the south. The neighbourhood has a high proportion of seniors due to the number of seniors’ facilities in the area and one of the highest percentages of Aboriginal people and new immigrants in Regina, which is demonstrated by the fact that 16 percent of residents speak a language other than English at home. The median household income reflects the high percentage of singles at just over $19,000 a year, while the annual median family income is $31,000. About 46 percent of all households in Core are low-income, while the percentage of low-income individuals (15 and over) is significantly higher at 62 percent. The labour force participation rate is the lowest in Regina at 54%, while the 15% unemployment rate is more than double the City-wide rate.

Another central concern is the lack of neighbourhood-focused services. While a number of community service organizations are based in or near the neighbourhood, few of them are there to serve Core itself.

Core Neighbourhood Population, Saskatchewan Health, 2006
THE CORE NEIGHBOURHOOD CONTEXT

The Regina General Hospital has a large impact on the neighbourhood. It occupies a significant land area in Core and consequently increases traffic congestion and parking demands within the neighbourhood. Its primary mandate is to meet the needs of the Regina Qu’Appelle Health Region and to provide tertiary health services to residents of Regina and southern Saskatchewan. While this includes Core, the hospital struggles to strike a balance between finding ways to enhance the viability of the neighbourhood while meeting its broad mandate and responsibilities within the larger region.

Violent crime and property crime are real issues in Core. Most neighbourhood residents suffer from both the direct and indirect impacts of substance abuse, prostitution, violent crime, vandalism and theft. When combined, these activities create real and perceived concerns for personal safety. These perceptions are exaggerated by the deteriorated appearance of many streets in Core. Out of roughly 2,400 dwellings, 74 percent are rental units and much of the housing stock is in need of major repairs. There is also a high number of vacant lots and properties with buildings that are condemned or boarded up.

A crime hot-spot...

Distribution of Property Crime in Regina, 2001
(Neighbourhood Characteristics and Distribution of Crime, Research Paper, Statistics Canada)

Housing in Core is in need of repair (Photo: City of Regina).

There are a limited number of services in Core due to a larger client base elsewhere. (Photo: City of Regina).
THE CORE NEIGHBOURHOOD CONTEXT

All the right ingredients for revitalization...

Despite the difficulties within Core, the neighbourhood has a perfect structure and layout for promoting healthy, sustainable living. The short blocks, mature shade trees, local commercial areas, and short walking distance to downtown encourage pedestrian traffic and reduce the need for vehicle use.

The character of Core’s physical spaces provides opportunities to create a well-connected and strongly defined neighbourhood.

Heritage buildings and older housing create a distinct identity and character. The approximately 112 vacant lots and number of older vacant buildings are opportunities for adaptive re-use and infill housing, so residents should not have to move out of the neighbourhood to meet their changing needs.

There are a number of organizations, services and large employers within and around the area that could provide a variety of job and educational opportunities, particularly employment within the neighbourhood.
Core Neighbourhood Sustainability Action Plan

Resident Identified these aspects of Core:

Positive Aspects:

- Proximity to downtown
- Street trees and grid pattern
- Well-established food programming
- Potential for local shopping areas
- Maple Leaf Pool
- Parks and other public amenities
- Character heritage buildings
- Friendly neighbours (diverse culture)
- Local businesses
- Affordable, housing variety: single family, towers, apartments, etc.
- Employment nearby (RGH, downtown)

Negative Aspects:

- Crime levels, safety concerns
- No defined community ‘heart’
- Commercial areas are strained
- Vacant lots and housing stock need rehabilitation
- Lack of housing options and low levels of home ownership
- Gap in skill development and programs (for Aboriginal, youth & women)
- Unmet needs of Aboriginal people & immigrants
- No grocery stores within walking distance

Core is one of eight neighbourhoods located in the central zone (Source: City of Regina).

**CORE QUICK FACTS:**

- **Area:** 142.3 hectares (30 blocks)
- **Total population (2006):** 4,845
- **Average age of housing stock:** 1946
- **Average income:** $26,680
- **Incidence of low income:** 46%
- **Annual mobility rate:** 30%
- **No. of social and affordable housing units:** 442
- **Single parent families:** 33%
- **Children & Youth:** 39% (under 29)
- **No. of day-care centres:** 2
- **Home based group family child care homes:** 2
- **Aboriginal:** 23%
- **Seniors:** 18% (over 65)
- **New immigrants:** 12%
- **No. of cultural ethnic organizations:** 32
- **No. of service agencies** (many crisis-related): 20

**CORE CONTEXT SUMMARY**

**CORE QUICK FACTS:**

**Area:** 142.3 hectares (30 blocks)
**Total population (2006):** 4,845
**Average age of housing stock:** 1946
**Average income:** $26,680
**Incidence of low income:** 46%
**Annual mobility rate:** 30%
**No. of social and affordable housing units:** 442
**Single parent families:** 33%
**Children & Youth:** 39% (under 29)
**No. of day-care centres:** 2
**Home based group family child care homes:** 2
**Aboriginal:** 23%
**Seniors:** 18% (over 65)
**New immigrants:** 12%
**No. of cultural ethnic organizations:** 32
**No. of service agencies** (many crisis-related): 20

**Resident Identified these aspects of Core:**

**Positive Aspects:**

- Proximity to downtown
- Street trees and grid pattern
- Well-established food programming
- Potential for local shopping areas
- Maple Leaf Pool
- Parks and other public amenities
- Character heritage buildings
- Friendly neighbours (diverse culture)
- Local businesses
- Affordable, housing variety: single family, towers, apartments, etc.
- Employment nearby (RGH, downtown)

**Negative Aspects:**

- Crime levels, safety concerns
- No defined community ‘heart’
- Commercial areas are strained
- Vacant lots and housing stock need rehabilitation
- Lack of housing options and low levels of home ownership
- Gap in skill development and programs (for Aboriginal, youth & women)
- Unmet needs of Aboriginal people & immigrants
- No grocery stores within walking distance

Core is one of eight neighbourhoods located in the central zone (Source: City of Regina).
SECTION TWO: SUSTAINABILITY ACTION PLAN OVERVIEW
1. Understand Positive Aspects and Challenges

- Stakeholder Interviews with key City staff, Regina Inner City Community Partnership (RICCP) members and community stakeholders
- 400 door to door resident interviews
- Thorough urban design analysis & market analysis
- Focus group discussions

2. Identify and ‘Test’ Responsive Strategies

- Likes/dislikes discussed
- Community mapping
- Group community mapping

3. Develop an Action Plan

- Technical input and decision-maker input on all matters
- Discussion paper summarizing challenges & opportunities

- Planning and design strategies developed
- Community and stakeholder participation and feedback in ‘real time’

- Community review and input
- Stakeholder review and input
- Decision maker review and input
The Core Neighbourhood is located in Central Zone adjacent to downtown. A major arterial that links east to the trans-Canada highway and eastern communities runs through Core.

Central Zone

11th Avenue:
Mixed use High Street

12th Avenue:
Bikeway

15th Avenue Bikeway

College Avenue

Ottawa Street
Connection to Wascana Park

Legend:
- Commercial node / high street
- Neighbourhood greenway
- Tree arterials
- Bikeways
- Infill development and pedestrian friendly perimeter
- RGH commercial gateway
- Greenway gateways
- Community gathering nodes
- Core boundary
SUSTAINABILITY ACTION PLAN PLANNING PRINCIPLES

The following principles were developed in collaboration with residents and other stakeholders, and guide the strategies within this Plan:

**Improve Public Safety**
Employ community-based and harm-reduction approaches to reduce and prevent the level and rate of crime and improve the overall sense of safety.

**Increase Social and Economic Opportunities**
Encourage economic revitalization without displacement, expand jobs, training and skill development for local residents, and seek culturally-appropriate solutions to shared problems.

**Improve Housing**
Improve and rehabilitate housing stock as a means to provide stable, high-quality housing for all, while preserving the heritage character and affordability of homes in the Core.

**Reinforce Identity and Character**
Strengthen community identity by creating places for community gathering, and celebrate and enhance Core’s artistic, multicultural and heritage assets. Beautify the neighbourhood by preserving and building on existing community assets, such as urban form and fabric.

**Connect People and Places**
Create alternative ways to get around Core safely and better link key neighbourhood places and hubs, both existing and emerging. Encourage streets that support community well-being.

**Green the Core**
Reduce the Core’s overall ecological footprint and enhance its long-term environmental sustainability, and beautify the public realm.

**Strengthen Partnerships and Provide Opportunities**
Build relationships across organizations, enhance community capacity, and focus on community-based delivery to address local issues.

**Develop Beacon Projects**
Develop innovative projects that demonstrate sustainable ways of thinking and living, and that serve as strong beacons for positive change.

Photos from the CCA and City of Regina
CORE CONCEPT PLAN

Install bike signals and landscape streets designating safe bikeways along 12th or 15th Avenue to connect nearby neighbourhood amenities.

Provide policy incentives to promote a mixed-use high street along 11th Ave.

Improve Broad Street as a 'green boulevard' and mark key gateways with local artwork.

Work with RGH to create a pedestrian friendly perimeter & infill housing.

Redevelop key sites in Core with infill residential housing.

Focus stewardship and programs along Montreal St., make it a greenway linking key community gathering spaces and amenities.

Provide policy incentives to promote mixed use and adaptive re-use along Victoria Avenue, catch commuter traffic, and people at the RGH.

RGH Core Ritchie Community Centre

Core Park

Miller and Balfour High Schools

Maple Leaf Park

Improve Saskatchewan Drive as a 'green boulevard' with pedestrian priority, with live/work and studio housing.

Ensure pedestrian and bike connection at Ottawa Street through to Wascana Park.
STRATEGY 1: STRENGTHEN RESIDENT ENGAGEMENT AND BUILD NEIGHBOURHOOD CAPACITY

What is Neighbourhood Capacity?

The voices of community members are not always heard, but their contributions are important and valuable in effective community planning. It is critical that all citizens, especially minority groups and those who often go unheard and unseen, have the opportunity to participate meaningfully in the community-building process.

Strategies for community involvement focus on a number of priorities, including engaging citizens, maximizing opportunities for feedback, providing public and stakeholder education, and empowering individuals and communities to participate in creating positive change.

Neighbourhood Context
Core has a very diverse and multicultural population. The community is composed of three former neighbourhoods that were stitched together. Each of these areas remains relatively distinct. Through the community consultations, it emerged that Core seems to have no definable “heart” or centre that links the whole community together. There are a number of established service providers and several key groups within Core that deliver community-based programs to residents. Coordination and partnerships between community groups and residents must be substantially improved in order to help build a strong sense of community and neighbourhood identity in Core.

In Regina, the Core neighbourhood is known as a low-income area marked by crime, substance abuse and prostitution. Many people avoid the area because of the negative perceptions they have of the neighbourhood. This negative stereotype has compounded the already pessimistic attitude some Core residents have towards their community.

Many residents dream of Core becoming a neighbourhood that is strongly characterized as a “caring community”. At the heart of this dream is the Core Community Association (CCA). The CCA is a key organization providing community programming in Core and it functions as a primary link between residents and other service agencies. However, resident

Residents know what their community needs are, so involving them at every stage of the revitalization process is crucial (Core Neighbourhood Charrette, 2007).

What Core Residents said:
Core residents expressed a need to create stronger connections between neighbours. Residents and stakeholders also identified the need to establish a community gathering space, and to work on improving the sense of pride and belonging residents feel about their neighbourhood.
STRATEGY 1: STRENGTHEN RESIDENT ENGAGEMENT AND BUILD NEIGHBOURHOOD CAPACITY

participation and volunteer engagement in CCA programming has been minimal for many years. It has become increasingly difficult for the CCA to run its programs or obtain external funding due to the lack of reliable volunteer help.

Embracing and celebrating the strengths of Core develops a sense of community pride and ownership (Shaping the Core Neighbourhood Charrette, 2007)

What needs to be Changed:

Core needs to:

• Recruit resident support and volunteership with the CCA
• Increase participation in events and overcome segregation of residents within the neighbourhood itself
• Change the negative image of Core widely held in Regina
• Continue to find creative ways to involve Core residents in all planning processes
• Establish a key community gathering space (indoor/outdoor) where residents can access community information (such as available leisure programs, etc.)

While residents are welcome at the CCA offices housed in the Old No.1 Firehall, the community needs a larger and more flexible space for community programming and events (Photo: City of Regina).
STRATEGY 1: STRENGTHEN RESIDENT ENGAGEMENT AND BUILD NEIGHBOURHOOD CAPACITY

Action One:  Establish a neighbourhood multi-service centre

Purpose:
To provide a multi-purpose space for community programming and activities year round. To provide office space where a variety of organizations or services could be housed (having a number of services under one roof (such as the CCA, a daycare, a laundromat, or City offices) increases accessibility for residents).

Activities involved in this action:
- Outline the requirements for a neighbourhood multi-service centre
- Identify existing programs / services that would be interested in locating to a multi-service centre
- Determine funding needs and location

Action Two:  Strengthen the Core Community Association (CCA)

Purpose:
The Core Community Association plays a central role in bringing residents together, and helping community members to access the services they need. It is critical that the CCA’s capacity is strengthened and broadened, so that it can better meet the needs of the community.

Activities involved in this action:
- Secure resources for two new full-time staff to work with executive director and the board (possibly co-funded by City and/or another organization(s))
- Ensure CCA has access to adequate and stable funding so they are able to leverage more funding for further projects and initiatives
- Ensure consistent communication and consultation between the City, project proponents, and the CCA
- Work with the CCA to ensure that there is an active and engaged board by filling vacancies, etc.

Action Three:  Establish a Community Development Corporation

Purpose:
A community development corporation (CDC) would play a number of important roles, including:
- Acquire and develop properties for affordable and low-cost housing
- Manage rental properties (lease agreements with landlords)
- Build up an asset and capital pool for long-term sustainability initiatives
- Develop Options for Homes and other financial models for increasing home ownership opportunities for low-income households, and promote other housing programs that would benefit Core residents
- Improve and protect the current affordable housing stock in Core
- Operate a repair and renovations program to provide training and jobs; improve housing conditions
STRATEGY 1: STRENGTHEN RESIDENT ENGAGEMENT AND BUILD NEIGHBOURHOOD CAPACITY

A Core Neighbourhood Centre is envisioned on 11th Ave at Core Park; a unique place that links the outdoor space with services and programs for residents. Existing local organizations to establish themselves.

- Direct energy efficiency programs (e.g. Warm Home program) and help residents to access these programs
- Support mixed-use housing and commercial projects
- Provide housing and supports for vulnerable persons
- Engage and coordinate with other organizations in these activities
- The CDC should have the capacity to undertake joint ventures and projects in other areas

Activities involved in this action:
- Establish a working group to develop the Community Development Corporation
- Create a board of directors including representatives from the Core neighbourhood
- Identify and establish corporation objectives and develop a strategic plan for the CDC
- Pursue funding and provide necessary resources
- Develop relationships with government, housing providers, community groups and other stakeholders

Action Four:
Develop a communications strategy for public updates and community involvement

Purpose:
To establish effective and regular communication between community residents and the stakeholders carrying out Plan objectives and initiatives.

Activities involved in this action:
- Identify the best ways to reach out to the residents within Core neighbourhood
- Establish and support opportunities for small-scale interaction and exchange among
STRATEGY 1: STRENGTHEN RESIDENT ENGAGEMENT AND BUILD NEIGHBOURHOOD CAPACITY

community members
• Promote small-scale interaction when considering new projects or initiatives in Core
• Review the Core Neighbourhood Sustainability Action Plan every year and monitor for progress and feedback from stakeholders and community members

Action Five: Establish a network of services that meet a continuum of need

Purpose:
To ensure coordination between the City, the Regina Inner City Community Partnership, the CCA, and existing service organizations to fill the gaps where community needs are not being met.

Activities involved in this action:
• Review existing services to identify gaps in need
• Seek Aboriginal involvement in determining how well services to Aboriginal and Métis peoples are currently meeting needs, and how they may be improved
• Coordinate between government jurisdictions and organizations to provide a continuum of services for all residents

Action Six: Expand current recreation facilities

Purpose:
To ensure that adequate recreation facilities are provided for Core residents (there is a strongly identified need for such facilities in the community, but currently there is no facility of an appropriate size to accommodate large gatherings, performances, and sports activities).

Activities involved in this action:
• Expand community facilities in the Old No.1 Firehall to support new community events and programming including allocating main floor space for community uses, arts programming, and cultural activities (strategies to create a vibrant street presence should be maximized)
• Sub-lease space to the Community Development Corporation in the Old No.1 Firehall

Existing events in Core (CCA).

Public consultation (Shaping the Core Neighbourhood Charrette, 2007).
STRATEGY 1: STRENGTHEN RESIDENT ENGAGEMENT AND BUILD NEIGHBOURHOOD CAPACITY

- Determine strategies for expanding facilities and programming at the Regina Senior Citizens Centre for broader community use
- Connect with service providers and neighbourhood organizations within the community to help them identify existing programs they could take advantage of or coordinate with (Adopt a Greenspace, etc.)
STRATEGY 2: SUPPORT COMMUNITY ECONOMIC DEVELOPMENT AND BUILD STRONG CONNECTIONS WITH INSTITUTIONS

What is Community Economic Development?

Community Economic Development (CED) is a process by which communities can initiate and generate their own solutions to economic problems and build long term community capacity by fostering the integration of economic, social and environmental objectives (CSCD, 2004). CED targets job training and job creation. It focuses on social equity, and recognizes the value of both monetary and non-monetary community objectives.

A greater emphasis on sustainability means that communities initiate and shape their local economies through collaborative action to develop local business, financial capital, labor, job training, and other resources. Sustainable communities support local business and connect with large institutions.

Strategies for CED focus on:

• Setting up networks that foster services to meet community needs, such as child or elder care exchanges
• Promoting a ‘buy local’ emphasis
• Incubating co-operatives and support individual social enterprises
• Encouraging personal financial programs (credit counseling, financial planning, home ownership, etc.)
• Helping to identify and offer appropriate skills training and small business development programs

CED initiatives are often accomplished through a community development corporation that works to create partnerships with credit unions and other financial institutions that can provide the necessary financial support for programming.

Neighbourhood Context

Education attainment levels in Core are far lower than those for most Regina neighbourhoods. Statistics indicate that fifteen percent of Core residents over the age of twenty have not achieved a grade nine level of education, while twenty-seven percent have not achieved a high school diploma (2001 Census). The low levels of educational achievement are reflected in the high rates of unemployment and high rates of dependence on social assistance as a source of income. Thirty-three percent of residents are single parents with children at home and therefore need additional support or alternative situations to be economically self-sufficient.

The City of Regina supports the development, delivery and facilitation of neighbourhood programs and services. The Core Community Association delivers a number of programs focused on food security and youth leisure activities. A number of human service agencies (both
private and non-profit) are operating in Core, however a large percentage of these are crisis and emergency delivery services, and are not geared towards the development of employment opportunities. Core needs support for developing local business and creating sustainable opportunities for education and employment within the community.

Core has several established food-related and retail businesses located along 11th and Victoria Avenues. Many businesses in Core are struggling. A large portion of the existing commercial space is vacant and has fallen into disrepair, contributing to the neighbourhood’s poor image. Core’s position adjacent to downtown Regina provides some opportunity for creating linkages between the two areas, which could draw more people into Core’s commercial districts.

Due to lower average household income, Core residents have lower per capita retail spending potential for supporting local business. Core area resident spending is projected to support a maximum of 100,000 square feet of retail floor space, based on a relatively modest sales rate of $200 per square foot of floor space. This means that the local population will support a street-front retail area approximately four to five blocks in length assuming an average depth of 60 feet for retail units.

Establishing profitable partnerships goes beyond Core boundaries. The University of Regina, Regina Police Services, Aboriginal organizations and other institutions provide many opportunities for building new initiatives, programming and employment opportunities. It is important to identify what Core has to offer and open the doors to invite these organizations and institutions to assist in the revitalization process.

To promote business development, the Regina Regional Economic Development Authority (RREDA) has partnered with other agencies to host a range opportunities which are accessible for residents and businesses in Core. These programs include:

- Economic Development Incentive Program for Property Tax Exemption
- Future Leaders Initiative
- Team Regina
- Communities of Tomorrow
- Innovation Centre at the University of Regina

### Education Level (20 yrs. and older)

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Less than Grade 9</th>
<th>Grades 9 - 13</th>
<th>Trades Certificate or Diploma</th>
<th>College</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Without high school graduation certificate</td>
<td>955</td>
<td>335</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>With high school graduation certificate</td>
<td>435</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>540</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Without certificate or diploma</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>With certificate or diploma</td>
<td>360</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>790</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Without degree</td>
<td>410</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>With bachelor’s degree or higher</td>
<td>385</td>
<td></td>
</tr>
</tbody>
</table>

Source: City of Regina, Neighbourhood Profile, 2001.)
STRATEGY 2: SUPPORT COMMUNITY ECONOMIC DEVELOPMENT AND BUILD STRONG CONNECTIONS WITH INSTITUTIONS

Regina General Hospital is both a cherished and challenging neighbour. The facility, occupying an area equivalent to 4½ City blocks, is an asset for surrounding area residents because its employees and visitors generally bring positive activities to the area. However, the vast majority of visitors and employees occupy street parking in the surrounding area, causing friction in the neighbourhood, and problems of safety and limited parking for residents and their guests. The large, fenced surface parking lots surrounding the hospital creates vast, bleak barriers for both pedestrian and vehicular traffic passing through the area.

Strong communities maximize opportunities to build connections with institutions and support locally owned businesses. It makes both social and economic sense and can be a rewarding experience for all involved. Good relationships with large institutions and business also means working together to solve issues and build a strong, supportive community. Strategies to support business and institutions seek to create and/or support business associations, promote local business and establish formal partnerships with key institutions.

What Core Residents said:
Core residents identified a gap in programming for employment and skills training especially for youth, women and Aboriginal peoples. Many also identified a lack of access to financial support programs, in particular, for housing ownership, housing repair, individual entrepreneurship and personal financial planning.

SUMMARY:
- Increased opportunities for skill development and training (in particular for youth, women and Aboriginal peoples)
- Networks that connect people with similar needs (child care, senior care, etc.)
- Knowledge of existing programs and support to expand these programs
- New programs that focus on personal financial planning
- RREDA has existing opportunities for Core
- At present, Core residents can support four to five blocks of retail frontage
- The RGH is an anchor and important neighbour in Core
- Core can offer a lot to many other organizations and institutions in Regina (research with the University of Regina, housing development pilot projects, Aboriginal organizations, Police Services, Habitat for Humanity, Pembina Institute, etc.)
**Action One:**
*Coordinate opportunities and services in education, job skill training, and employment at the neighbourhood level*

**Purpose:**
There is a need for neighbourhood-focused programs and services that support individuals and families in developing opportunities for employment. A working group must be established to help plan and coordinate services and to direct funding for local initiatives. Focus existing programs to local delivery and target services to where they are most needed.

The working group would carry out a number of activities, including:

- Review existing skills development programs and identify synergies
- Work with community schools to reinforce their role in Core
- Coordinate/work with educational institutions and local businesses to provide more skills development opportunities for key groups, especially women and single parents
- Work with local service providers and businesses to establish some small employment programs immediately, i.e. help a neighbour clean-up/repair program, winter snow removal program, youth community maintenance program
- Begin tracking and reporting information on training and employment in the Core neighbourhood

**Activities involved in this action:**
- Create an initial steering meeting with major service providers and stakeholders in these areas to discuss the formation and agenda of the proposed working group
- This working group should include the school board, provincial and federal training and employment service providers, and First Nations and Metis service providers
- Intent is to build and coordinate existing services by increasing and improving their capacity at the neighbourhood level
- Review existing research and consult with service providers and community members to determine which groups are most in need of targeted programming
- Work with service providers to ensure initiatives are targeted to groups most in need
- Conduct research to build a body of working knowledge on best practices in this area from across Canada and around the world
- Explore opportunities to implement innovative programming by building on existing best practices
- Provide funding and volunteer incentives to promote activity within target areas

**Action Two:**
*Support new and existing organizations in coordinating targeted and culturally appropriate employment and skills development programs for target populations*

**Purpose:**
To ensure targeted services are available, accessible and appropriate for targeted populations, especially those directed towards women, youth, single parents and Aboriginal and Métis peoples.

**Activities involved in this action:**
- Identify and engage organizations working with key target populations to discuss the Core Action Plan findings, current initiatives, and future opportunities for developing Aboriginal employment, training and business development in Core
• Build strong and positive connections/relationships with Aboriginal and Métis organizations and service providers working in this area
• Seek Aboriginal and Métis involvement in any new initiatives within Core
• Incorporate Aboriginal and Métis perspectives and values into initiatives and programs
• Support Aboriginal and Métis initiatives, and establish regular communication between organizations and groups to identify key synergies and promote partnerships where possible
• Coordinate adult and youth-directed employment and skills development for all groups
• Work with service providers and targeted groups to ensure that services are accessible, appropriate and effective. Services should be based on community needs

Action Three:
Support and strengthen local business

Purpose:
To draw local attention and support for businesses and build a strong, attractive environment for local commercial activities.

Activities involved in this action:
• Promote a buy local emphasis in the neighbourhood and in surrounding areas through programs or incentives that draw attention to local businesses and services
• Support the establishment of local business cooperatives and small business enterprises
• Work with the RREDA and other local business development organizations to recruit financing to promote commercial enterprise in Core
• Work with local institutions and services providers to establish a small business development program and a personal financial program for Core residents and business owners
STRATEGY 2: SUPPORT COMMUNITY ECONOMIC DEVELOPMENT AND BUILD STRONG CONNECTIONS WITH INSTITUTIONS

- Work closely with the Core Community Association, local business groups, and Regina Downtown to promote and improve the commercial area along Broad Street and 11th Avenue
- Support the creation of facade improvement programs to enhance the streetscape in commercial areas
- Review zoning to support mixed-use commercial development and live/work spaces along 11th Avenue and Broad Street
- Create a commercial destination of interest or build a new market space on vacant land
- Bring the farmer’s market to Core

Targeted skill development projects.
(Environmental Youth Alliance, Young Women Creating Change Project, Vancouver).

There are opportunities to develop local business and employment in Core, where there are plenty of developable commercial areas adjacent to the City centre. 11th Avenue is envisioned as a thriving commercial high street (Photo: City of Regina).
STRATEGY 2: SUPPORT COMMUNITY ECONOMIC DEVELOPMENT AND BUILD STRONG CONNECTIONS WITH INSTITUTIONS

Action Four:
Increase the number of daycare spaces in Core

Purpose:
Currently there is only one small daycare centre and two home-based daycares in Core. Given the high number of single parent-families in the neighbourhood, increasing the number of local daycare spaces is very important.

Activities involved in this action:
• Review existing number of child care spaces available and the demand for child care spaces
• Consider the location of child care in Core (close to schools, walking distance, etc.)
• Invite current daycare providers to develop new operations near Thompson School and other identified areas, and promote the establishment of more home-based daycares

Action Five:
Create a City-wide Co-operative Auto Network (CAN)

Purpose:
CANs are car-sharing co-operatives. They encourage a more sustainable use of transportation, and can provide residents who don’t own vehicles with a convenient mode of transportation. This can be significant help to those who may require transportation to and from work.

Activities involved in this action:
• Contact local organizations that may have an interest in launching a CAN
• Consider using a CAN for City-owned pooled vehicles
• Consider locations for shared car storage in Core

Action Six:
Attract post-secondary interest, research, projects and presence in Core

Purpose: To engage educational institutions in community-based work and research projects in Core.

Activities involved in this action:
• Consider research/student work that could be a part of all new projects happening in Core
• Invite key departments/professors to do work in Core and identify funding for research
STRATEGY 2: SUPPORT COMMUNITY ECONOMIC DEVELOPMENT AND BUILD STRONG CONNECTIONS WITH INSTITUTIONS

Housing, and commercial development were proposed to enhance the perimeter of the Regina General Hospital and seamlessly knit it into Core neighbourhood. Here the number of parking spaces is increased, but the parking lot is surrounded by mixed use development.

**Action Seven:**
Redevelop Regina General Hospital (RGH) parking lot and surround it with a pedestrian-friendly edge

**Purpose:**
To engage the RGH, the CCA, and Core residents in formulating a plan to redevelop the RGH parking lot. The number of parking spaces on the RGH parking lot is insufficient to meet parking demands for employee and patient use. The daily influx of vehicles to the neighbourhood for hospital use has created serious issues for local residents. The majority of on-street parking in the area is filled by the vehicles of people working or visiting the hospital, creating problems for resident parking. The higher traffic volumes due to the presence of the hospital also have a significant impact.

**Activities involved in this action:**
- Generate new, inspired landscape plans to improve the permeability and pedestrian friendliness of the RGH parking lot edges
- Address RGH concerns relating to pedestrian issues
- Seek long-term strategies that benefit both RGH and residents
- Revisit the RGH Secondary Plan (possibly amend the plan based on findings / feedback)
- Amend parking bylaw in the area around RGH and consider other parking measures to ease congestion (meter parking, angled parking, green parking) in low use and overflow areas
- Create commuter trip reduction program for hospital employees
- Refine planning and design concepts RGH developed during the Core Charrette for the large surface parking lot, and explore further design options for the site
- Develop a detailed planning, design and construction strategy that factors in physical and programming changes to the existing RGH parking lot
STRATEGY 3: ESTABLISH A LONG-TERM, SUSTAINABLE HOUSING STRATEGY

What is sustainable housing?

Housing has a very significant impact on both the environmental and social aspects of a community’s development. Most of a neighbourhood’s land is occupied by housing. The location of housing relative to working, shopping and recreational destinations determines the transportation and infrastructure needs of a community.

Homes are where most of our energy, water, and resource consumption takes place. Our homes are also where most of our time and money is spent. Homes that are designed and constructed to be ecologically, socially and financially sustainable over the long term have a major impact on the quantity of resources we consume and the quality of life we have.

Sustainable housing is housing that meets daily life needs. In order to provide for these needs, housing should be located close to workspace, schooling, shopping, leisure facilities, and community gathering spaces. Students, singles, seniors and families require different types of accommodation. A community should contain a diversity of housing types to enable citizens from a wide range of income levels and age groups to live within its boundaries. This ensures neighbourhood sustainability over the long term, and shapes a community that is diverse and inclusive in nature.

Neighbourhood Context

Housing in Core is historically and culturally significant to the city. Some residents feel that much of the housing is sub-standard and in need of demolition. Others see the same homes as charming, affordable and conveniently located. Most residents agree that a large portion of the housing in the area needs some repair and rehabilitation.

Of the housing stock in Core, seventy-three percent is rental, and the remaining twenty-seven percent is owned-occupied. More than half of the total housing stock was built prior to 1946, with only fourteen units added to the local inventory since 1990, despite average absorption of approximately four-hundred-sixty units per year within the City as a whole over the past decade.

A number of housing programs are available to residents, including:

• Residential Rehabilitation Assistance Program
• Home Adaptations for Seniors Independence
• Emergency Repair Program
• Rental Housing Supplements

Core could easily introduce a variety of new housing types and uses. The neighbourhood’s proximity to downtown, 112 vacant lots, amenable urban fabric (grid street pattern and alley systems) and diverse mix of housing needs within the community provide a lot of potential for positive future development.
STRATEGY 3: ESTABLISH A LONG-TERM, SUSTAINABLE HOUSING STRATEGY

The cost of housing in Core has risen slightly, primarily in south Core, near the RGH.

What Core residents like:
- Condo-style apartments
- Affordable rent, lower taxes
- Beautiful character homes
- Variety of housing forms
- Infill at St. Joseph’s looks like it belongs in Core
- Young people moving in are improving homes
- Brick buildings on 11th Ave. are full of history and character

What residents would like to see changed about Core:
1) Appearance and repair - 41%
2) Housing standards - 18%
3) Abandoned /vacant Lots - 14%
4) More home ownership - 9%
5) More affordable housing - 5%

SUMMARY:
- ‘Revitalize without displacement’ with incentives and programs
- Increase ownership both for existing residents and attracting new ones
- Improve the quality and stabilize housing for vulnerable populations
- Add to the housing stock - provide a variety of types
STRATEGY 3: ESTABLISH A LONG-TERM, SUSTAINABLE HOUSING STRATEGY

Action One:
Support current and future housing standards enforcement and incorporate a high standard of sustainability as a key component of any new development or housing initiative

Purpose:
To ensure that housing in Core meets national and provincial standards of health and safety, and promotes a positive sense of neighbourhood security and identity. To ensure that future housing developments are designed and built in a way that increases their long-term efficiency and affordability, and that reduces their overall ecological footprint.

Activities involved in this action:
• Provide training, funding or in-kind time to existing organizations that monitor housing conditions in the community
• Explore a hotline for reporting/taking inventory of properties in disrepair
• Investigate sustainability guidelines and incentives for all future developments in Core, and increase resident awareness and access to current ‘green’ residential programs and incentives.
• Design attractive incentives and programming for increasing the sustainability of future housing infill and large developments in Core
• Coordinate with the RPS, SaskJustice, local landlords, the CCA and City Bylaw Enforcement Division to improve housing standards enforcement and design better prevention measures

Action Two:
Develop and implement a range of small-scale home repair and rehabilitation programs

Purpose:
To develop local, community-based home repair programs for Core residents.

Activities involved in this action:
• Identify funding and organizations interested in delivering a skills training program focused on rehabilitation of local housing
• Determine if energy performance improvement programs are available and accessible
• Explore the possibility of a network that connects neighbours willing to do work trades or volunteer to help with the upkeep of homes (i.e. for seniors, etc.)

Mixed-use development, such as residential on top of commercial and parking with common residential greenspace in the middle makes efficient use of space and increases the population density of a given area.
**Action Three:**

**Ensure the establishment of appropriate housing for key populations, including youth, singles and Aboriginal peoples**

**Purpose:**
Traditional housing models may not be appropriate for meeting the needs of certain populations, so the development of alternative, needs-based, culturally-appropriate housing and housing delivery models must be explored and implemented.

**Activities involved in this action:**
- Review existing housing options for youth, singles and Aboriginal peoples
- Consult with key populations concerning what housing gaps are not being met, and what kind of housing development and delivery is most appropriate
- Establish networks with existing housing providers that currently offer services to these populations
- Ensure funding is allocated to new and existing housing providers working with key populations

**Action Four:**

**Provide incentives to encourage the development of vacant lots**

**Purpose:**
There is a significant number of lots in Core which are vacant or occupied by dilapidated and abandoned housing. These lots could be developed in a number of ways by establishing new construction or community gardens and greenspaces.

**Activities involved in this action:**
- Create an active and ongoing inventory of vacant lots in the Core neighbourhood
- Develop a strategy for assembling key lots for future mixed use developments
Action Five:
Encourage medium-density/mixed use development along major arterials

Purpose:
Core currently has a relatively low population density, which has sunk over the years. Current population numbers are insufficient for supporting local business. Encouraging the development of mixed residential and commercial buildings along major arterials such as 11th Avenue and Broad Street would support local business and increase the property values in these areas, making it a more desirable place to live and work.

Activities involved in this action:
• Identify necessary zoning modifications and make amendments that promote medium density mixed-use development
• Develop a parking strategy for mixed-use inner-city development
• Engage the development industry/non-profit sector to build mixed-use development
• Identify incentives to promote mixed-use development (i.e. Municipal Housing Program)

Action Six:
Develop and provide incentives for adaptive re-use of buildings

Purpose:
Many buildings in Core could be preserved and retrofitted for new use, both residential and commercial. Developing incentives for adaptive and sustainable reuse will preserve current infrastructure and the historical character of the neighbourhood.

Activities involved in this action:
• Identify buildings for re-use
• Establish incentive policies (density bonus, trading, reduced property tax, etc.)
• Advertise to potential developer/entrepreneurs (artist lofts, live/work, dance studios, galleries, coffee shops, etc.)
STRATEGY 3: ESTABLISH A LONG-TERM, SUSTAINABLE HOUSING STRATEGY

Housing organized around shared and common spaces fosters a sense of community. Housing should be culturally appropriate and meet the needs of residents (families, extended families, etc.).

New development at the St. Joseph’s site (now called Maple Leaf Estates) in Core applies sustainable design practices (City of Regina).

Action Seven:
Develop St. Joseph’s as a sustainable beacon housing project

Purpose:
Saskatchewan Housing Corporation is developing new affordable housing on the former St. Joseph’s school site. There are multiple opportunities to create a model of sustainable living by designing and building housing that is a beacon for future developments like this one.

Activities involved in this action:
- Require high energy-efficiency standards and design measures and other green building features
- Consider LEED certification, net-zero (now called ‘Equilibrium’ design) or equivalent
- Work cooperatively with the City, the CCA and others to ensure the site plan and building design and configurations proactively respond to other initiatives within the community and other responsive strategies in this Plan:
  - Ensure dedication of land and/or design integration of the Montreal St. Greenway on the eastern edge of the site
  - Actively pursue skills training and/or employment opportunities for local residents as part of site development through partnership with the CCA, the CDC or other groups
  - Investigate the viability of an efficient district energy system with adjacent sites (RGH, Thompson School, Maple Leaf Pool, Seniors Centre, etc.)
  - Ensure housing needs of local residents are satisfied by encouraging a range of dwelling unit sizes (studio, one-, two, & three-bedroom units) and configurations (ground-oriented, units, apartment, etc.), affordability, and tenure (rental, ownership)
  - Ensure opportunities for local food growing and production are maximized (install community garden facilities, green roofs, planter boxes, edible landscaping, trellises, etc.)
  - Investigate transportation demand-side management strategies such as car sharing, secure bicycle storage, common end of trip facilities, resident transit pass programs, and reduced parking standards to help minimize the use of private automobiles
**ACTION EIGHT:**

**Adopt housing targets**

**Purpose:**
To adopt housing targets that promote the goals outlined in the Housing Targets, developed through the Core Sustainability Action Plan process, and ensure that progress in meeting housing goals is properly tracked over the next ten years.

**Activities involved in this action:**
- Assemble a working group to establish and meet the targets
- Ensure milestones are established and met through yearly monitoring and review

---

**ACTION NINE:**

**Enhance/Improve targeting for housing incentive programs**

**Purpose:**
Ensure that funding and programming is targeted at improving the housing stock in Core, particularly initiatives that address ‘greening’ and home improvements for both rental and low-income homeowners.

**Activities involved in this action:**
- Offer rental housing renovation and development programs
- Establish landlord training programs and workshops
- Assist in connecting organizations such as Habitat for Humanity and SIAST and/or high school students to help build new or retrofit homes and provide training
- Consult with financial institutions and identify partners to overcome barriers in lending money to low-income residents for home ownership
- Create a revolving loan fund for landlords and low-income homeowners for home improvements and energy retrofits
- Audit and ‘green label’ new real estate (certify it is energy-efficient, built with local labour, etc.)
- Ensure local improvement charges are tied to the land or building and not renters
- Partner with existing provincial and federal programs to ensure affordable energy for Core residents

---

**ACTION TEN:**

**Implement architectural controls to preserve the character and heritage of new and existing buildings**

**Purpose:**
To create architectural standards for buildings in Core that ensure new development meets standards that maximize community safety, support neighbourly interaction, and that preserve the character and heritage quality of existing buildings in the community.
Core Sustainable Housing Strategy

Ten-Year Housing Targets

• Core population increased from 4800 to 5400
• 300 new dwelling units
• Ownership increased from 27% to 38%
• Dwellings in need of repair reduced to City average or better
• 1000-1300 homes access energy efficiency programs
• Major reduction in “energy poverty”
• Many low-cost neighborhood/block enhancement projects
• Households in core need reduced from 35% to 13% (City average)
• Supportive housing options

How do We Get There?

• Create a Community Economic Development Corporation
• Community engagement
• Training & Employment Program
• Access and leverage existing housing, energy efficiency, and employment and training programs
• Make the Improvement of Housing Conditions the Highest priority
• Some broad beautification programs that involve all residents

Activities involved in this action:

• Develop and adopt bylaws and architectural controls for all building types and uses, including those that promote a sense of security and community, such as porches, minimal setbacks, low or no front fencing in yards, etc.
• Establish a professional design panel (architects, artists, landscape architects, heritage experts, etc.) to review new developments in Core in order to ensure new developments and retrofitting
• Preserve the heritage and integrity of older buildings in the community
What is Food Security?

In many ways, planning for sustainability focuses on addressing the fundamentals of life: water, air, energy, transportation and waste. Food security is an equally important aspect of sustainability that is often overlooked. Many municipal governments are beginning to address macroscale food problems at a local level. While addressing food system issues is one piece of the sustainability puzzle, it has the potential to play a fundamental role in transforming how we relate to each other, and the impact we have on our environment.

Food security means that all people, especially those who are most vulnerable, have access to healthy food that will fully support their physical, emotional and spiritual health. The food system also plays an important role in our social relationships, by building community and shaping our economy and environment.

Strategies for food security involve:
• Urban agriculture:
  local food production within the built urban environment
• Access:
  Access to locally produced organic and/or sustainably harvested food (farmers markets, small food stores, etc.) and to local food stores within walking distance
• Food programming:
  community kitchens, meal delivery, cooking classes, etc.
• Emergency Services:
  food banks, etc.

Neighbourhood Context

Food providers such as the Regina & District Food Bank, REACH and CCA operate food related programing within Core. Much of this programming is focused on emergency provision or targeted for children and youth.

There are a variety of specialty food businesses and small convenience stores in Core. However, many of these stores offer a limited supply of food at comparatively high prices. There is no grocery store offering a full range of food products within convenient walking distance of the neighbourhood. The closest mid-size grocery store is on Broadway Street, a distance too far for many residents access on foot, especially when temperatures plunge in the winter.
Residents envision occupying vacant lots for community gardens - beautifying the neighbourhood, keeping ‘eyes on the street’ and developing new programs (therapeutic gardens, senior-youth gardens, cross-cultural gardens, etc.)

This is a significant issue for a neighbourhood where a large number of residents do not have access to a car or other modes of transportation.

Core does not have dedicated spaces for community gardening. Backyard gardening is less common in Core than in other communities. However, there are a number of vacant lots in Core that could provide excellent spaces for small community garden projects.

Vacant lots like this one on Halifax Street could be used for growing fresh food in the summer months. (Photo: City of Regina).
STRATEGY 4: ENHANCE FOOD SECURITY AND PROVIDE ACCESS TO QUALITY FOOD

What residents liked:

- Close to Italian store, Farmers Market, Oskars’, Ukrainian Co-op, Organic food store, Central Library and parks, Hemp Store, coffee shops.
- The availability of the food (dairy, fresh veggies/fruit) at Core Community Centre [this service was recently terminated]
- Access to Food Bank referrals
- Places close to [Thompson] school to be able to pick up Food Bank orders

What residents want changed:

- Need a grocery store downtown or in Core
- Lack of grocery outlet with reasonable prices
- Need a decent full service grocery store - badly!
- Community gardens in empty lots could be good in providing fresh, healthy food and a sense of pride

SUMMARY:

- Core residents do not have easy access to a wide range of affordable groceries
- There is less programming available for non-crisis adults and seniors. This is also significant for children who are cared for by grandparents
- Core does not have community gardens
Action One:
Promote the establishment of community gardens, edible landscaping, greenhouses, green roofs, allotment gardens, composting, etc.

Purpose:
To establish alternative, affordable, community-based food sources, and to promote collective food-based activities that increase positive interaction and participation among residents. To ‘green’ the Core and encourage residents to engage in sustainable, healthy and independent food practices.

Activities involved in this action:
• Identify key places in parks, vacant lots, school yards and private lands that would promote visibility and sufficient solar exposure for gardening
• Develop partnerships with local organizations or resident groups that are interested in Community gardens, greenhouses, edible landscaping, composting, etc.
• Identify sponsors (local business, seniors centre, etc.)
• Develop and provide resources for ongoing resident engagement and maintenance of new and established initiatives (community tool shed, water services, etc.)

Action Two:
Establish a mid-size grocery store or expand an existing food business to include a much broader range of essential goods

Purpose:
Many mid-to-large-sized grocery stores have relocated to areas near the City limits in recent years. This has meant that there are no grocery stores that carry a broad range of essential household items at affordable prices within walking distance of many areas in Core. It is important that healthy, affordable produce is made available within a reasonable walking distance for all residents.

Activities involved in this action:
• Assess the feasibility of establishing a mid-size grocery store (possibly a co-operatively run model)
• Provide incentives to an existing local food business to expand the range and affordability of grocery items they offer, especially fresh produce

Action Three:
Improve access to existing food programs

Purpose:
To improve resident access to existing food programs and why some of the programs already in place are not being taken advantage of by residents in need.

Activities involved in this action:
• Identify additional support and funding for current programs (cooking classes, workshops, etc.)
• Conduct community consultations to evaluate and improve current programs, and identify issues
• Strengthen partnerships and coordination among food providers to ensure effective uptake and delivery of services
• Explore establishing a Regina Food Bank satellite centre
• Work with the CCA and other organizations to promote awareness of food programs in the community, and to encourage volunteering and resident participation
STRATEGY 4: ENHANCE FOOD SECURITY AND PROVIDE ACCESS TO QUALITY FOOD

**Action Four:**
**Establish indoor/outdoor farmers market**

**Purpose:**
To promote the sale of healthy, locally-produced products and support synergies with arts and culture businesses to draw City-wide interest to the Core neighbourhood.

**Activities involved in this action:**
- Assess the feasibility of establishing an indoor/outdoor market at the CCA
- Partner with the current farmers market
- Ensure market dates are timed to coincide with social assistance payments
- Work with community garden groups for associated social enterprising (seed saving, etc.)

**Action Five:**
**Develop a marketing strategy for food businesses and food programs in Core**

**Purpose:**
To promote the food businesses and programs unique to Core.

**Activities involved in this action:**
- Form a food-related task force to determine strategies

**Action Six:**
**Encourage food festivals, community suppers and barbeques**

**Purpose:**
To bring community members together and promote interaction, learning, and healthy lifestyles through food-centered community events.

**Activities involved in this action:**
- Identify and speak to local groups and organizations interested in developing events
- Coordinate events and festivals with arts and culture organizations (see strategy 6)
- Coordinate program funding and recruit volunteer staff to help organize events

Residents expressed an interest in an indoor market. (The Forks Indoor Market, Winnipeg.)
STRATEGY 5: IMPROVE SAFETY AND REDUCE CRIME

What is a healthy community?

There are many activities that take place within neighbourhood social networks and relations; some are healthy and welcome, some are not.

Crime, safety and community health are integrally linked. A number of factors influence the health and safety of a neighbourhood. These include: the sense of community and quality of daily human interactions; the design, maintenance, and use of private and public urban environments; the capacity of communities to identify and respond to their own needs; socio-economic issues related to income, gender, race, etc.; and the processes through which private concerns get translated into public community-wide issues.

Communities built on the principles of sustainability seek to achieve more equitable and effective social networks that meet the needs of all residents. In doing so, safety can be improved and crime reduced. It is an incremental process.

Innovative strategies to improve safety and reduce crime focus on:
- social networks/community capacity
- harm reduction
- early intervention
- enforcement

Neighbourhood Context

Violent crime and property crime are real issues in Core. A lot of residents in Core suffer from both direct and indirect impacts of substance abuse, prostitution, violent crime, vandalism and property theft. Combined, these negative activities create a sense of a real and perceived concerns for personal safety.

Primary groups, agencies, and programs that address crime and crime prevention in Core include:

- Regina Police Service
- The City of Regina Community and Social Development Department
- RICCP Crime & Safety Sub-Committee
- Regina Crime Prevention Commission
- Saskatchewan Department of Justice initiative The Safer Communities and Neighbourhoods Act

Many recent and ongoing activities

What residents would like to see changed:

Of 686 comments received, 242 or 35% comments were made relating to the following:

- Sex Trade – 15%
- Overall unsafe feeling 13%
- Drugs and alcohol 11%
- Needles and condoms – 11%
- Traffic – 9%
- Lighting 9%
- Theft and vandalism – 6%
- Violence (bullying, domestic, gangs, fighting) 5%
- Pedestrian traffic – 4%
- Need for stronger police presence – 3%
- Pedophiles – 2%
- Stray or scary animals - 2%
- Need Neighborhood Watch -1%
- Panhandling – 1%
- Graffiti -1%
STRATEGY 5: IMPROVE SAFETY AND REDUCE CRIME

have led to positive changes. Residents have recognized that processes such as the Core Action Plan, Action for Neighbourhood Change (ANC) and Crime Prevention Through Environmental Design (CPTED) audits have made a positive difference. The City of Regina Social and Community Development section recently completed a Crime Prevention Through Environmental Design (CPTED) analysis which identified areas were people feel unsafe and developed responsive strategies accordingly. The RICCP established the Housing Standards Enforcement Team to help combat problems related to unsafe conditions in specific houses, and the Safer Communities and Neighbourhood Act is a provincial program that improves community safety by targeting and, if necessary, shutting down residential and commercial property that is habitually used for illegal activities. A multi-stakeholder group recently adopted the Regina & Area Drug Strategy. This Strategy focuses on the development of programs that reduce, prevent, and treat substance abuse. Substance abuse is a serious problem in Core. It has been intimately linked to crime, and so addressing substance abuse and its negative impacts also helps to reduce crime and increase safety.

SUMMARY:

• Crime, safety and the prevalence of substance abuse are key issues for residents
• There are a number of successful active programs in Core
STRATEGY 5: IMPROVE SAFETY AND REDUCE CRIME

Action One: 
Support/enable community cleanup and maintenance

Purpose:
To promote safety and the perception of safety in Core by engaging community members in cleanup initiatives. To beautify the neighbourhood and encourage a sense of pride and ownership among Core residents.

Activities involved in this action:
• Implement a roll-out bin strategy (assigned to homes) or improve frequency of refuse pick-up
• Develop a social marketing strategy that minimizes illegal alley dumping by non-residents
• Maximize youth training and employment programs for clean-ups), landscaping, and maintenance, and ensure these programs include meaningful work and transferable skills (horticulture, construction, etc.), not just labour
• Implement and coordinate a mural and/or bin painting program with interested groups to allow creative expression on items often the target of tagging, vandalism and/or graffiti
• Implement a neighbourhood patrol program and include alleys in the day and evening hours to minimize criminal activity and illegal dumping and build on the current initiatives of the Housing Standards Enforcement Team
• Develop a ‘livable alley’ design and repair strategy

Action Two: 
Develop prevention and intervention programs for youth

Purpose:
Prevent and reduce gang recruitment and gang involvement among youth in Core.

Activities involved in this action:
• Identify existing programs or funding which can be accessed
• Implement or build on existing crime intervention programs for young children
• Develop appropriate crime intervention programs for adolescents

Action Three: 
Build on and increase community police services/police presence in Core

Purpose:
To increase community-based, street-level police presence in Core. To develop stronger relationships between police and community members. To increase the effectiveness of current policing goals.

Activities involved in this action:
• Implement a three-month rolling dedicated shift assignment for Core neighbourhood
• Increase the number of foot/bike ‘community patrols’
• Open a ‘community policing station’ (smaller more friendly – store front like info centre for residents) preferably adjacent to a community node
STRATEGY 5: IMPROVE SAFETY AND REDUCE CRIME

Action Four:
Eliminate needle disposal on private and public property

Purpose:
To eradicate used-needle disposal in Core.

Activities involved in this action:
• Expand back alley clean up and maintenance activities as part of community services for perpetrators of crime in instances where minor crimes are committed such as vandalism, property theft, or procuring sexual services and prostitution (i.e. Johns)
• Train and coordinate volunteers to carry out frequent discarded needle clean ups in alleys, parks, etc.
• Increase the number of tamper proof used needle drop boxes throughout the Core; there is already one box located south of Core Community Park
• Establish a drug user network to help drug users to live healthy productive lives and identify issues (i.e. needle disposal) and develop responsive strategies

Action Five:
Work with RCMP trainees to implement a neighbourhood watch program and call-in program

Purpose:
To create a central community number for people to phone if they have concerns about crime-related issues. To make use of resources already in the neighbourhood, including the RCMP trainees who do driving training in the area.

Activities involved in this action:
• Expand the CCA’s concept for a ‘community switchboard,’ central information and reporting number that community members can call with concerns and questions
• Post the number throughout the neighbourhood to encourage residents to call if there are concerns about crime-related activities, the conditions of back alleys, vicious dogs, etc.
• Work with the RCMP to make use of trainees as “eyes on the street”, for example by coordinating communication and reporting between trainee cars and Police switchboards

Action Six:
Address addictions as a key health issue

Purpose:
To take immediate and long-term, sustainable action on reducing and preventing addictions and related problems. Drug and alcohol addiction has been addressed as a crime issue in the past. While it is recognized that addictions are related to crime and crime prevention, the purpose here is to focus on addictions as a primary health issue.

Activities involved in this action:
• Convene a working group to engage service providers and shelters in the Core
• Co-develop addictions treatment programming by investigating current programs and identifying gaps
• Secure resources for new or expanded programming (including consideration of harm reduction safe injection sites, needle exchange, addicts pharmacy, safe walk sites, etc.)
• Work with health authorities on partnership programs for addicts
**Action Seven:**
*Establish an alcohol and drug user network*

**Purpose:**
To help people struggling with addictions to connect with a support network of other users and service providers.

**Activities involved in this action:**
- Convene a working group to engage service providers and organizations in Core

**Action Eight:**
*Establish safety and transition services for sex trade workers*

**Purpose:**
To create a coordinated support network for sex trade workers. Ensure supports, initiatives, and services (resource centre, legal, counselling, referrals, etc.) are created in consultation with sex trade workers.

**Activities involved in this action:**
- Identify a ‘safe stroll’ for sex trade workers
- Engage sex trade workers to participate in creating appropriate and effective programming, housing opportunities and services
- Secure resources for new or expanded programming, facilities, services, housing (in particular emergency beds for women with children and youth), etc.

**Action Nine:**
*Ask Regina Police Service to develop a strategy to reduce response times to calls from sex trade workers and to develop strategies within police services to reduce victimization*

**Purpose:**
To increase the safety and protection of sex trade workers. To improve the relationships and communication between sex trade workers, front line services providers and Regina Police Service.

**Activities involved in this action:**
- Consult with the RPS and with sex trade workers on the gaps in current processes and treatment of sex trade workers
STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS

What is Community Identity?

Community identity is intangible and difficult to measure. It refers to the sense of connection and the relationships people have towards places and towards other members of their community. Community identity is shaped as much by the physical spaces and aesthetics as by the relations and sense of belonging people have about their community. Often, it is the artistic and cultural activities carried out in community spaces that give a place meaning.

A sustainable community understands that physical spaces and public places support opportunities to build social networks and develop meaningful connections with others.

Arts and cultural activities play a vital part in fostering a sense of belonging, building social cohesion, and preserving collective memory. Diverse communities are brought together with the help of the arts, providing opportunities for residents to reflect on their shared and individual experiences. Cultural activities give people the opportunity to interact socially, reducing isolation by helping people to make friends and strengthening community networks.

A sense of civic pride can be inspired through arts and culture, leading citizens to become more engaged in their communities. New developments should offer rich opportunities for a wider ‘culture of use’ (collective activities, events, shared situations, status, etc.). Images and buildings live beyond the lifespan of the individuals who created them, thereby leaving a legacy for the next generation.

Community events often function to create positive common memories of special occasions. The arts can be used in community rituals that encourage healing and celebration.

Neighbourhood Context

Core has many unique characteristics that positively shape the way the neighbourhood ‘looks and feels’. Physically, Core is quite an attractive neighbourhood. The street layout is in a grid pattern with a clear hierarchy of arterial streets, laneways, short block sizes, small lot sizes, short set backs, and designated commercial areas. Mature tree line the streets, creating wide green boulevards that provide a sense of enclosure and beauty.

Core has many unique aspects and sense of community (CCA).
STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS

These physical attributes give it a warm and inviting feel.

Many long-established cultural facilities, religious institutions, historic buildings, heritage homes, specialty shops (local-owned businesses), special events, and existing public artistic expressions speak to the history of the area and makes Core a colourful community.

Core has many names such as Chinatown, General Hospital area, ‘little hood’, German Town, etc. Core has a rich history, diverse ethnic population, well-known small businesses and cultural institutions.

However, Core has a poor image, primarily due to issues related to crime and safety. Residents have become fearful of walking in the streets, socializing with neighbours, and participating in community events. Many residents still distinguish themselves according to which sub-area of Core they live in, including North Core, South Core, and the Arcola Triangle.

Aboriginal and East Asian culture and heritage are especially important aspects of Core’s identity. Roughly one-quarter of the population in Core are of Aboriginal ancestry, and more than sixteen percent of the population speak a language other than English at home. The marginalization of Aboriginal and Chinese peoples has played a significant role in shaping the evolution of the City’s communities and culture, the impacts of which continue to play an important role in the inner city today.

However, Core lacks strong, consistent, positive representations of its diverse ethnic and cultural community. Core lacks indoor and outdoor community spaces for artists to practice and residents to engage in cultural activities. Attempts to start projects often run into problems with lack of funding and volunteer commitment.

There are a few strong independent organizations offering cultural programming in Core. The Core Community Association runs programs for youth and a quilting night. Common Weal Arts, Sakewewak Artists Collective, Fada Dance, and New Dance Horizons are very involved with residents in the community, and there are many artists living and working in Core who have much to offer their community.

What residents like/love:

• Location - 36%
• Character - 21%
• Trees - 11%
• Affordability - 11%
• Diversity - 6%
• Friends/neighbours: 38%
• Local Stores: 25%
• Schools: 17%

What residents want to change:

• More access to Aboriginal culture / customs - 42% (need for positive cultural expression)
• Reputation of community needs to change - 23%

SUMMARY:

• Core has many unique assets (built environment, mature trees, diversity, landmarks, etc.)
• Culturally-appropriate community planning and design is required for any new developments
STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS

Action One:
Encourage the establishment of an arts incubator/business cluster

Purpose:
To strengthen opportunities for arts businesses and organizations to establish themselves and/or new initiatives in Core. To improve communication and coordination between these organizations and businesses.

Activities involved in this action:
- Explore the potential for an arts and culture facility to anchor the arts community in Core
- Review zoning, provide incentives for artists studio
- Secure funding and/or partnerships for and with existing artists in the community

Action Two:
Form a steering group/committee to access and direct funding and programming for arts, culture, and heritage in Core

Purpose:
To provide a forum for communication cooperation and between arts organizations, community members, and artists. To increase the vibrancy and activity of existing community facilities and arts and culture programs.

Activities involved in this action:
- Identify appropriate people and organization representatives to form a working group
- Ensure arts organizations and artist gain access to current resources and funding
- Explore the possibility of establishing a free school for learning/apprenticeship

Action Three:
Strengthen multicultural and Aboriginal programming at schools and the CCA

Purpose:
To build on current programming and to encourage and support the development of further multicultural and aboriginal arts/culture programs in the Core. To work with the community association and local schools to deliver programming and engage the community in forming new initiatives.

Activities involved in this action:
- Partner with First Nations and Métis groups to identify gaps and opportunities for Aboriginal and Métis cultural programming in Core
- Consider cultural gardens (Aboriginal and Métis link), medicine gardens, horticulture therapy, sculpture, etc.
- Explore other opportunities to develop programs with local schools and families
STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS

Action Four:
Develop a new arts and culture facility on 11th Avenue

Purpose:
To build a new facility are enough to house recreation, arts, culture and performance activities on 11th Avenue. To create a facility that would become a gathering space or ‘heart’ in the community. To contribute to the revitalization of 11th Avenue.

Activities involved in this action:
• Consider the feasibility of building a new recreation, arts and culture facility during the City’s community facilities inventory and review
• Actively acquire control of parcels of land located at the corner of Toronto St. and 11th Ave.
• Secure funding and/or partnerships for new facility
• Assess the need and support for a stand alone community cultural centre
• Create a facility inventory
• Develop a community arts and cultural facility needs assessment
• Investigate opportunities for incorporating City office space
• Investigate the possibility of incorporating accessible housing for individuals with disabilities
• Ensure the amenities address residents’ needs, such as community laundry facilities, a community kitchen, a daycare, and gathering/meeting spaces
• Explore the possibility of extended services hours to promote late-night youth programming
**STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS**

**Action Five:**  
*Utilize the main floor of the Old No.1 Firehall for community arts and culture activities*

**Purpose:**  
To provide temporary and/or permanent facilities within the Old No.1 Firehall adjacent to the Core Community Association offices for community use.

**Activities involved in this action:**  
- Review current programming and space in the CCA’s offices/facilities  
- Consider temporary space for galleries or studios until an appropriate facility can be found or built

**Action Six:**  
*Develop the Old No.1 Fire Hall as a sustainable/cultural beacon project*

**Purpose:**  
To develop the Old No.1 Firehall as a sustainable revitalization project. To stimulate street-oriented activities and to liven up the public realm.

**Activities involved in this action:**  
- Engage residents and local business in creating ideas for a sustainable building project  
- Identify possible funding sources

**Action Seven:**  
*Reinforce identity by branding the neighbourhood*

**Purpose:**  
To foster a sense of neighbourhood identity, and a sense of stewardship and pride in the public realm.

**Activities involved in this action:**  
- Advertise the existing City of Regina programs for outdoor spaces (Adopt a Greenspace Program, Community Gardens Policy, Gifts and Memorials Program, Trees for the Community Program, etc.)  
- Form a steering and marketing to committee to guide funding, conduct community consultations, and oversee the development of public art projects  
- Erect signage that draws interest to important heritage landmarks such as those on the heritage walking tour
STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS

Action Eight:
Encourage local business and property owners to rent under-utilized and empty storefront space to artists

Purpose:
To maintain the public realm and create new, affordable rental space for artists and art-related businesses.

Activities involved in this action:
- Inventory potential sites and identify local business owners and property owners
- Identify and implement policy incentives
- Consider providing a property tax exemption to support artists studios

Action Nine:
Establish an artist-in-residence program

Purpose:
To encourage art projects in the public realm that express local talent and culture. To provide community members access and exposure to local artists, to serve as a catalyst for arts and cultural development. To promote positive aspects of the neighbourhood.

Activities involved in this action:
- Establish a sub-committee of the CCA specifically for the development of arts in Core
- Identify existing programs, partnerships, needs and resources
- Consider new programming, including more art therapy, art walls/open graffiti projects and artists-in-residence programs
- Establish a year budget specifically for a resident artist position, including salary, benefits and supplies
- Secure a store front space for the artist to use as a teaching laboratory and studio
- Assign two community volunteers to assist the artist in approaching community issues and affairs
- With community input, establish reasonable projects and establish milestones for measuring progress and results
STRATEGY 6: INVEST IN COMMUNITY IDENTITY BY BUILDING ON THE ARTS, CULTURE AND HERITAGE ASSETS

Action Ten:
Encourage public art and cultural events that articulate the heritage and multicultural and ethnic diversity of Core

Purpose:
To foster community pride and engagement through the establishment of visible community cultural assets and events.

Activities involved in this action:
- Establish a Core Cultural Events Group with members from the City of Regina, CCA and interested residents or community groups, youth, etc.
- Consider new programming / events (take back the street events, youth celebrations, movies in the park, video installations, anti-racism festival, etc.)
- Heritage property inventory (recently conducted and brought to council)
- Social history (walking tours, cultural maps, etc) create a group tasked with keeping up
- Core Park as venue for storytelling festival
- Identify and award ‘community leaders’ (run by the CCA)

Action Eleven:
Rename the neighbourhood

Purpose:
To signify a new chapter of change and development in Core.

Activities involved in this action:
- City to initiate a renaming process to work with local community association
- Encourage new names as opposed to former names (Arcola Triangle, 11th Ave East, etc..)
What is ‘greening’?

Greening involves both reducing the ecological footprint of a community, and beautifying the urban landscape. Greening is not just aesthetic - it also includes a more ‘natural’ approach to conventional infrastructure (stormwater management, waste collection and energy sources).

Strategies for greening include:

• Increasing energy efficiency
• Reducing energy consumption
• Reducing emissions
• Reducing demands for potable water
• Good stormwater management
• Reducing and diverting waste
• Site-specific design strategies
• Increasing green space
• Encouraging sustainability awareness and increasing sustainable behavior

Neighbourhood Context

Energy
Both domestic and institutional energy use in Core is high. The average home in Core uses 160 GJ of natural gas per year for space and domestic hot water heating. This is mainly due to aging and inefficient infrastructure. Many of the homes in Core were built before 1945, and require significant upgrades in order to improve their energy efficiency.

The major energy user in Core is the Regina General Hospital, which consumes about ~24,000 MWh of electricity and 22,000 to 23,000 GJ of natural gas annually. The hospital has a central heating plant and a chiller plant with excess capacity, which provides opportunity for alternative usage of waste heat and energy. The Hospital did partner with SaskPower and SaskEnergy to implement a pilot central heating plant (CHP) project. This project used a microturbine to generate electricity and heat at the same time. The electricity was fed back into the grid, and the heat produced was used to heat water for hospital use. However, the pilot system was recently decommissioned after a two year test.

Water
Total water usage in Regina per person per day is about 385 litres (2000). Landscape irrigation accounts for up to fifty percent of all residential water use during the summer months. Average water usage per person per day is high and long-term secure water supply depends on wise water management for residents, businesses and institutions in Core. At this time, not a great deal is known about the levels of water consumption in Core specifically.

Storm Water
The City of Regina is situated on flat terrain. The City is susceptible to local flooding during intense storms, which has caused serious damage to both commercial and residen-
STRATEGY 7: GREEN THE CORE

tial properties. Much of the ground surface in Core is composed of impervious surfaces. There have been instances of storm sewer overflow and minor flooding during heavy, infrequent storm events. Two sites in the Core area have seen frequent flooding. One is the Arcola Avenue and the other is the Maple Leaf Park (which is currently being considered for storm water management ponds). The RGH parking areas are significantly large and impermeable surfaces. As Core revitalizes, there will be a number of development opportunities for residential infill or repairs to houses that could incorporate a number of ‘green’.

Solid Waste
The average home in Regina generates about 19 kg of garbage each week. This amounts to approximately 51,000 tonnes of garbage annually. In Regina, residential solid waste diversion rate is approximately fifteen percent through municipal collection, and a slightly higher diversion rate of nineteen percent through private curb collection and approximately twenty-eight percent of Regina residents so some composting. The Core neighbourhood does not have curb-side garbage collection. Residents are currently served by dumpsters in the lanes and alleys. Illegal dumping in Core is common. Core also has problems with hazardous waste. Items such as needles, condoms, and bottles are commonly found in some areas of Core in back lanes, parks and streets.
STRATEGY 7: GREEN THE CORE

**Green Landscaping**
Due to safety issues, many homes in Core have fenced yards. There are also many vacant lots and boarded up houses. Vacant lots in particular provide opportunities for green landscaping that would improve the look and feel of the neighbourhood.

**Sustainable Behaviour**
Currently Core residents would benefit from additional information, opportunities and funding to support and enhance sustainable behaviour and activities in the neighbourhood. Often those who are less economically stable also do not have access to sustainable technologies.

**SUMMARY:**
- There are several provincial energy efficiency programs accessible to Core residents
- The Regina General Hospital is the largest energy user in Core
- There are two frequent flooding sites in Core
- Core does not have curb-side garbage collection - there are dumpsters in the lane
- Illegal dumping is common in Core
STRATEGY 7: GREEN THE CORE

Action One:
Prevent illegal dumping of refuse and related fires in Core

Purpose:
To address the problem of illegal dumping from both inside and outside the neighbourhood. Inappropriate disposal of refuse in residential areas, vacant lots, and dumpsters has created serious health and safety issues in Core. Preventing illegal dumping will make the neighbourhood both a safer and more attractive place to live, and decrease negative perceptions of the area.

Activities involved in this action:
- Establish a public evaluation program that targets dumping in Core and other inner-city neighbourhoods
- Create a City-wide educational campaign (i.e. posters, leaflets, billboards, website) about illegal dumping and proper disposal of unwanted items and waste
- Consider strategies to discourage illegal dumping and encourage recycling and responsible waste disposal

Action Two:
Rehabilitate the Maple Leaf Pool or build a new recreational facility and pool on the old site

Purpose:
To preserve the current facility or provide a new one. Maple Leaf pool is a valued and well-used community gathering space. Investigating opportunities to use sustainable energy to heat the pool would offset operation costs and set a great example of sustainable development in the neighbourhood.

Activities involved in this action:
- Rehabilitate Maple Leaf Pool for continued and ongoing use
- Consider programming opportunities that build on the success of the prized public facility
- Involve community members, especially children and youth in art projects
- Tie in revitalization with opportunities to use waste heat from the hospital to heat the pool

Action Three:
Capitalise on opportunities for new sustainable stormwater infrastructure

Purpose:
To co-develop sustainable stormwater management systems with new development projects that support both the City’s and developer’s goals.

Activities involved in this action:
- Coordinate opportunities with Sask Housing during the redevelopment of the St. Joseph’s site
- Coordinate opportunities to address local stormwater management and flooding issues
- Coordinate opportunities with the redevelopment of the St. Chad’s site
- Encourage point-source water management such as rain barrels and grey recycling water for irrigation for homes in Core
STRATEGY 7: GREEN THE CORE

• Reactivate the Homeowner Flood Education Program to promote the installation of flood protection measures

**Action Four:**

*Pursue the development of renewable energy systems*

**Purpose:**
To increase renewable energy resources and develop highly-efficient district energy systems.
To pursue renewable and/or district energy heating systems, and coordinate these with new redevelopment projects in Core.

**Activities involved in this action:**

• Coordinate opportunities with Sask Housing during the redevelopment of the St. Joseph’s site
• Coordinate opportunities with the redevelopment of the St. Chad’s site
• Coordinate with General Hospital to pursue a waste heat and/or renewable district energy
• Investigate the development of a City-owned and operated electrical and/or thermal energy utility
• Develop strategies to educate public, industry, businesses and institutions about demand side energy management and strategies, such as passive solar design, that reduce energy consumption and energy costs from the outset

**Action Five:**

*Pursue an aggressive waste management and waste diversion strategy*

**Purpose:**
To divert at least forty percent of solid waste from the Regina landfill. To coordinate and implement effective neighbourhood curb-side recycling and composting program.

**Activities involved in this action:**

• Pursue a comprehensive curb-side recycling pilot project in Core
• Develop landfill waste diversion strategies for Core
• Promote recycling and provide re-use education

**Action Six:**

*Implement a roll-out bin strategy*

**Purpose:**
To clean up alleys, and to increase the safety of waste disposal in Core.

**Activities involved in this action:**

• Develop landfill waste diversion strategies for Core so that alleys can become safer, more attractive, and a more useful part of the neighbourhood
STRATEGY 7: GREEN THE CORE

Action Seven:
Promote education for sustainability

Purpose:
To educate residents about waste diversion and encourage the community to pursue sustainable living practices.

Activities involved in this action:
• Encourage reduced consumption
• Promote and capitalize on existing programs and technologies

Action Eight:
Increase targeting in existing incentives and programs in Core

Purpose:
To target and tailor existing sustainability programs specifically for Core residents.

Activities involved in this action:
• Work with SaskEnergy, Sask Environment, Sask Culture, and City departments to target Core residents and coordinate programming and projects in Core

Action Nine:
Develop a strategy to create new uses for vacant lots and sites occupied by dilapidated buildings.

Purpose:
To create adaptive reuse of vacant lots and dilapidated sites.

Activities involved in this action:
• Commission a study or report on options for vacant lot use
• Review existing bylaws concerning buildings that are boarded up or unoccupied and develop a strategy to ensure these sites do not remain that way
• Consider developing community gardens and green art projects in vacant lots

Action Ten:
Beautify the Core by encouraging green landscaping

Purpose:
To make Core a more beautiful place to live and visit by implementing green, sustainable landscaping strategies.
STRATEGY 7: GREEN THE CORE

Activities involved in this action:
• Consider native landscaping, swales, rain gardens, green roofs, etc. when and where possible during redevelopment projects or infrastructure retrofit projects
• Greening is linked to other issues identified in this report. A greenscaping strategy must incorporate an understanding of these issues
• Use greening and other strategies to make Core a more beautiful place to live

Action Eleven:
Remediate City-owned contaminated vacant sites

Purpose:
To identify, remediate and encourage the development of current City-owned contaminated sites.

Activities involved in this action:
• Identity the location of contaminated lands in Core and have the City remediate them as soon as possible so that they may put to use
STRATEGY 8: CREATE BEAUTIFUL AND VIBRANT STREETS

What Makes a Beautiful and Vibrant Street?

The streets in a neighbourhood are much more than just paved avenues for vehicle traffic. Streets are also public spaces and can be destinations as much as places people use to get from one place to another. Streets should be places to socialize, shop, and sightsee, but are often designed for the exclusive use of automobiles. Streets without character, or those filled with roaring traffic make walking and biking more dangerous and less enjoyable. Streets should also be places that meet the needs of people. People bring a community to life, creating a sense of energy and community and contributing to social, political and commercial activity.

Great streets connect people and places; they are safer and more beautiful for those who walk, play, bike, and drive on them. Great streets foster the identity and character of a neighbourhood, and support a variety of activities and forms of transportation.

Strategies for building great streets focus on:

• A well-connected network
• Have great aesthetics and provide visual interest such as trees, landscaping, gathering spaces and street art

Neighbourhood Context

Core’s street grid is walkable and easy to navigate. It has a clear hierarchy of wider arterials and narrow local streets. Core is well-connected, except that it is bounded north by industrial areas and to the south by the former Arch Diocese site which limits the permeability of streets in these directions.

Streets classified as major arterials are Saskatchewan Dr. (north Core), Victoria Ave (cutting through the centre of Core and directly into the heart of downtown) and Broad St. (west Core). Minor arterials are College Ave (to the south) and Winnipeg St. (to the east). All but Victoria Ave correspond to the administrative boundaries of Core.

City-wide, these arterials are important. The neighbourhood lies between downtown and the city’s fast-growing east end. These arterials are the main corridors leading from outlying areas into the downtown. Saskatchewan Drive has been proposed as a future expressway to provide a high capacity connection to downtown. Most of the auto traffic does not
originates in Core, but runs through it on route to and from downtown. Consequently, this is how most people in Regina experience Core (from within their car). Traffic volumes on these arterials are within acceptable ranges based on their classification. Long range transportation forecasts suggest that this will remain the case as Regina grows to a population of 225,000 over the next 20 years.

Most streets are lined with sidewalks and there are adequate levels of protection according to engineering defined traffic volumes and street sizes. Core is relatively well served by transit and paratransit. Official City bikeways are proposed along Broad St., Saskatchewan Dr. and Arcola Avenue, connecting eastern communities to downtown and south to the City’s multi-use pathway system. An engineering review of collision history in the area suggests that the road network is operating safely for vehicles.

That said, pedestrians and cyclists may not be using many streets for a number of reasons - both physical and social. Saskatchewan Dr., Broad St. and Winnipeg St. are wide, have narrow sidewalks, and offer little refuge from the elements. Many of the arterials in Core lack uses and are not major destinations for Core residents, commuter traffic or employees at the RGH. Core’s historic ‘high street’, on 11th Ave. is a two-way street running into downtown, becoming a one-way street. Street furniture is sparse, in part because of past issues with vandalism. This suggests a lack of ‘eyes on the street’. CPTED surveys and community mapping suggest lanes north of 12th Ave. are often crowded with garbage and traffic related to prostitution.

Streets in Core are lined with mature trees that do or can provide a sense of enclosure, safety and pleasing aesthetics. This is especially the case along College and Victoria Avenues, where a wide boulevard and double row of trees creates a distinct ‘look and feel’. The central median on these streets also allows pedestrians to contend with one direction of traffic at a time. These streets also reinforce Core’s boundaries and provide a friendly entry to the neighbourhood. Many residents indicate these boundaries and points as gateways on community maps suggesting a strong, positive, mental image.

There is street parking in Core, but often difficult to find near the General Hospital. Parking in this area is limited to one to two hours during designated times. Free parking permits for area residents have been considered in the past, but not implemented. On some streets, residents can purchase a parking permit if they wish to exceed the permitted parking times. A 2002 study by the City estimates that the RGH has a parking shortfall of 600 to 700 stalls, but unless this issue is addressed by the Regina Qu’Appelle Health Region, it is unlikely that much will change. Additionally, restrictions on emergency routes render streets ineligible for such activities as traffic calming due to impacts on emergency response.
STRATEGY 8: CREATE BEAUTIFUL AND VIBRANT STREETS

Current Conditions in Core Neighbourhood:
Although the City of Regina have some City-wide greenway/bikeway planning in place, Core neighbourhood streets are not pedestrian and cycle friendly. Vehicle traffic is controlled by one-way and two way street systems. There are barriers to circulation on the north and south ends of the neighbourhood.
SUMMARY:

• Core has walkable pedestrian corridors
• Major arterials are important corridors city-wide to move traffic in and out of downtown
• Streets are well connected east-west, but less well-connected north-south
• 11th Ave is not a successful ‘high street’ and requires revitalization
• Victoria Ave and College Ave are beautiful boulevards, friendly to all modes of transport
• There are no official bikeways within Core that connect to the larger city-wide network
STRATEGY 8: CREATE BEAUTIFUL AND VIBRANT STREETS

Action One:
Create a vibrant commercial high street by revitalizing 11th Ave or facilitating adaptive re-use along Victoria Ave

Purpose:
To create a vibrant and lively commercial high street in Core, to revitalize the North Core area, and to promote 11th Avenue as a commercial and cultural destination of interest in Regina.

Activities involved in this action:
• Complete an inventory/analysis and review of existing conditions (market analysis, transportation, land use, character, form, policy and zoning, streetscape)
• Complete a SWOT analysis that looks at opportunity sites for infill or change (unoccupied buildings, under-utilized buildings/sites, adaptive re-use, etc.)
• Develop appropriate ‘brands’ or theme for a Core commercial area
• Review zoning and make changes that will encourage mixed-use development
• Identify opportunities to increase pedestrian friendliness by incorporating traffic-calming measures such as bulges, larger medians, and pedestrian crossing islands
Core Neighbourhood Sustainability Action Plan

Action Two:
Transform Montreal St. into a ‘greenway’.
*Greenways are corridors of interest that privilege walking and cycling over car traffic, and that use landscaping and public art to beautify the street*

Purpose: To recreate the street as a pedestrian-oriented and cyclist-oriented greenway. To connect key neighbourhood destination points, and link them with outside destinations such as Wascana Park. To encourage ‘eyes on the street’ and to beautify the public realm.

Activities involved in this action:
- Engage community and local businesses in ideas for the greenway
- Investigate how to connect greenway to those already identified in the Regina Development Plan and the 2007 Open Space Management Strategy
- Encourage improved street landscaping through the City’s ‘Adopt a Greenspace’ Program
- Make walking routes with signage, pamphlets, web maps as a first step to creating a greenway system (‘greenmap’ of Core) that encourages people to walk
- Check the jurisdiction/zoning on 13th and Montreal along St. Joseph’s site
- Develop a detailed planning, design, and construction strategy that factors in physical and programming changes to the streetscape (trees, country lanes, accessibility, signage,
signals, planting, public art, stewardship, parade routes, street parties, stormwater, pocket parks, front yard fence removal, etc.)
• Consider expanding sidewalks and incorporating a boulevard to accommodate and encourage more pedestrian traffic.

**Action Three:**
*Encourage stewardship of street furniture*

**Purpose:**
To enhance the pedestrian realm and boost the economic viability of local businesses. To involve local business and institutions in a street furniture program.

**Activities involved in this action:**
• Review existing street furniture and recent upgrades
• Engage residents and local businesses to generate improvement ideas and organize local volunteer assistance to construct improvements
• Provide information directly to businesses regarding existing City of Regina programs (flower barrel rental program, etc.)
• Identify new funding opportunities that encourage local businesses to build and steward adjacent ‘green’ seating areas for patrons but that also beautify the public realm and streets (incentive programs, grants, etc.)

**Action Four:**
*Review proposed bikeways and create a new local bikeway on 12th and/or 15th Avenue*

**Purpose:**
To create safe, convenient, and accessible bikeways for cyclists in Core.

**Activities involved in this action:**
• Engage community and local businesses in ideas for bikeways
• Investigate how these bikeways fit with the City’s Open Space Management Strategy and Transportation Plan
• Encourage improved landscaping through the City’s ‘Adopt a Greenspace’ program
• Develop a detailed planning, design, and construction strategy that factors in physical and programming changes to the streetscape (cyclist-controlled lights, signs, lanes, racks, etc.)
• Schedule the budget for the bikeway as part of a larger action plan (as opposed to the current eight year plan)
STRATEGY 8: CREATE BEAUTIFUL AND VIBRANT STREETS

Action Five:
*Establish clear gateways and beautify them with public art and/or landscaping, buildings, etc.*

**Purpose:**
To create distinct aesthetic markers that demarcate neighbourhood boundaries. To foster a sense of community identity and pride.

**Activities involved in this action:**
- Review community mapping work to identify key community gateways
- Engage residents and local artists (run a contest, etc.)
- Connect with the City’s ‘Adopt a Greenspace’ Program to find local stewards
STRATEGY 8: CREATE BEAUTIFUL AND VIBRANT STREETS

**Action Six:**
Create traffic calming measures for safer sidewalks at strategic nodes of concern/intersections

**Purpose:**
To increase safety for cyclists and pedestrian traffic at strategic problem areas. To maintain and manage existing traffic volumes.

**Activities involved in this action:**
- Review City traffic volume data and community mapping work to identify key nodes of concern

**Action Seven:**
Reclaim and improve Victoria Avenue east of Winnipeg Street and the Broad Street corridor

**Purpose:**
To capture commuter traffic and boost the economic viability of existing businesses along Victoria Avenue and Winnipeg Street. To provide a smaller secondary commercial node that is more convenient and accessible to east Core and Core Ritchie areas. Improve the quality of the pedestrian realm and encourage more pedestrian traffic in these areas.

**Activities involved in this action:**
- Engage local businesses and owners to generate ideas
- Complete a SWOT analysis to identify key opportunities
- Examine the feasibility of public realm improvements
- Identify funding or alternative ways (such as skills development programs or community stewardship) for aging infrastructure and mature trees (pruning) in arterial medians
STRATEGY 8: CREATE BEAUTIFUL AND VIBRANT STREETS

Pedestrian-friendly streets are interactive social spaces. They promote a sense of safety and create a warm, inviting atmosphere.
IMPLEMENTATION STRATEGY

This Action plan will the basis for moving forward on planning and development initiatives in Core neighbourhood for the next ten years. This section provides details regarding overall roles and responsibilities for implementation for implementation of actions in the Plan.

Setting the Stage for Implementation

The City of Regina will endeavor to work with all parties to ensure that what is planned, designed and constructed in the Core neighbourhood is responsive to the needs of community residents and aligned with the guidelines set out in the Plan.

To set the stage for implementation, the following activities will be carried out by the City of Regina’s Planning and Development Division and other Divisions as required:

- **Plan Adoption:** The Action Plan will be adopted by the City of Regina by resolution. Aspects related to land use planning, zoning, and development, will inform a Regina Municipal Development Plan amendment.

- **Reporting:** The City will be responsible for reporting to the Core neighbourhood on the implementation status of the strategies and actions outlined in the Plan.

- **Coordinate Participation:** The City will coordinate the involvement of a number of its divisions and a range of other agencies, governments, businesses and community groups to identify funding strategies and complete tasks efficiently.

- **Seek Partnerships:** Activities detailed in the plan such as public realm improvements may require collaboration between the City of Regina, the Province of Saskatchewan, the Government of Canada and other organizations. The City will seek effective partnerships to make progress on these aspects of the Plan.

Implementation Groups

The City of Regina, the RICCP and its sub-committees, and new working group will be struck or invited to participate in the implementation of the Plan. Key tasks include establishing a Community Development Corporation, engaging the RICCP sub-committees and striking a number of highly focused working groups to carry out the actions in the Plan.

Establishing a Community Development Corporation

The City of Regina will work with partners such as the Core Community Association, RICCP members, and other agencies to establish a Community Development Corporation (CDC). The CDC will work on implementing tasks related to many initiatives in the Plan.
IMPLEMENTATION STRATEGY

Vision for the CDC

- A non-profit entity: The CDC will be a core-funded, non-profit entity, that will supported by partners in government, the private sector, and foundations.

- Administration and Implementation Mandate: The CDC will undertake projects and administer programs in association with the CCA and Core residents, and will identify new resources for addressing projects and program delivery goals in support of the Core Neighbourhood Sustainability Action Plan.

Engage RICCP Sub-Committees

The City will invite RICCP sub-committees to participate and ensure coordinated implementation of key tasks.

Establish Focused Working Groups

The City will establish focused internal and external working groups, and identify champions to lead key implementation initiatives. The working groups will be expected to self-organize and carry these initiatives forward through regular meetings and activities. Recommended working groups include:

   a. Great Streets and Sustainable Infrastructure Group
   b. Business Revitalization Working Group
   c. Food Security Working Group
   d. Arts, Culture, and Neighbourhood Identity Working Group

Short Term Responsibilities

Following the adoption of the plan, the City, working groups, RICCP sub-committees, and other partners will be invited to develop a funding strategy for actions in the Plan and an associated work program for immediate, short term (one to three years), medium term (three to seven years) and long term (seven to ten years) tasks.

The City of Regina will develop a Status Report upon completion of funding strategies and work programs for community review. Following this, the City, RICCP sub-committees and working groups will be invited to report on the progress of implementation. The Planning & Development Division will coordinate, monitor and report as required.
A STARTING POINT...

The Core Neighbourhood Action Plan was created through intense planning process that included extensive public engagement and consultation activities, which have led to the development of an inspiring vision and set of strong strategies to bring about positive change in the Core.

Through the planning process, active and interested individuals, groups and agencies began building the strong relationships and partnerships needed to move forward. Sustaining interest and focused activities over time will be the next challenge for all involved. In Core, engaging and responding to residents’ concerns and needs has already bred and inspired new activities and a sense of positive change.

To ensure project partners are on track and delivering on their commitment to Core residents, a regular reporting schedule will be introduced and maintained. Adhering to the principles for planning in the Core (Section 2) will ensure progress is not only reported but, more importantly, demonstrated to residents of Core.

The Plan is intended to guide actions of residents, service providers, government agencies, educational institutions and the private sector to establish a vibrant and sustainable inner-city neighbourhood and model of revitalization without displacement that respects the heritage and community diversity of the City’s Core neighbourhood. The plan is only a starting point. As implementation strategies for actions in the plan are contemplated, developed, and executed, partners should never lose sight of the overall vision for Core. This vision can be achieved only by ensuring residents continue to have a meaningful role in being part of the solution. The City of Regina and its partners look forward to continued work with the residents of Core and to achieving the bold vision for creating and fostering a healthy and sustainable neighbourhood.
APPENDIX A - Summary of Core Neighbourhood Strategies
Summary of Core Neighbourhood Strategies

**Strategy 1: Strengthen Resident Engagement & Build Neighbourhood Capacity**

1.1 Establish a neighbourhood multi-service centre
1.2 Strengthen the Core Community Association (CCA)
1.3 Establish a Community Development Corporation
1.4 Develop a communications strategy for public updates and community involvement (i.e. website postings, newsletter, public meetings, events, etc.)
1.5 Establish a network of services that meet a continuum of need
1.6 Expand current recreation facilities

**Strategy 2: Support Community Economic Development and Build Strong Connections with Institutions**

2.1 Coordinate opportunities and services in education, job skill training, and employment at the neighbourhood level
2.2 Support new and existing organizations in coordinating targeted and culturally appropriate employment and skills development programs for target populations
2.3 Support and strengthen local business
2.4 Increase the number of daycare spaces in Core
2.5 Create a City-wide co-operative auto network (CAN)
2.6 Attract post secondary interest in research projects, and presence in Core
2.7 Re-develop Regina General Hospital (RGH) parking lot and surround it with a pedestrian friendly edge

**Strategy 3: Establish and Implement a Long-Term, Sustainable Housing Strategy**

3.1 Support current and future housing standards enforcement and incorporate a high standard of sustainability as a key component of any new development or housing initiative
3.2 Develop and implement a range of small-scale home repair and rehabilitation programs (e.g. help a neighbour/skill sharing program)
3.3 Ensure the establishment of appropriate housing for key populations, including youth, singles, and First Nations and Métis peoples
3.4 Provide incentives to encourage the development of vacant lots
3.5 Encourage medium density / mixed use development along major arterials
3.6 Develop and provide incentives for adaptive re-use of buildings
3.7 Develop St. Joseph’s as a sustainable beacon housing project
3.8 Adopt housing targets
3.9 Enhance and improve targeting for housing incentive programs
3.10 Implement architectural controls to preserve the character and heritage of new and existing buildings
Summary of Core Neighbourhood Strategies

Strategy 4: Enhance Food Security and Provide Access to Quality Food

4.1 Promote the establishment of community gardens, food growing, edible landscaping, greenhouses, greenroofs, allotment gardens and composting, etc.
4.2 Establish a mid-size grocery store or expand an existing food business to include a much broader range of essential household goods
4.3 Improve access to existing food programs
4.4 Establish an indoor/outdoor market
4.5 Develop a marketing strategy for food businesses and food programs in Core
4.6 Encourage food festivals and community suppers and BBQs

Strategy 5: Improve Safety and Reduce Crime

5.1 Support and enable community clean-up and maintenance
5.2 Develop prevention and intervention programs for youth
5.3 Build on and increase community police services / presence in Core (visible on the street)
5.4 Eliminate needle disposal on private and public property
5.5 Work with the RCMP trainees to implement a neighbourhood watch program and call-in program
5.6 Address addictions as a key health issue
5.7 Establish an alcohol and drug user network
5.8 Establish safety and transition services for sex trade workers
5.9 Ask Regina Police Services to develop a strategy to reduce response times to call from sex trade workers and to develop strategies within police services to reduce victimization

Strategy 6: Invest in Community Identity by Building on Arts, Culture & Heritage Assets

6.1 Encourage the establishment of an arts incubator / business cluster
6.2 Form a steering committee to access and direct funding and programing for arts, culture and heritage in Core
6.3 Strengthen multi-cultural and Aboriginal programming at schools and the CCA
6.4 Develop a new arts and culture facility on 11th Ave
6.5 Utilize the main floor of the old No.1 Firehall for community arts and culture activities
6.6 Develop the old No.1 firehall as a sustainable /cultural beacon project
6.7 Reinforce identity by branding the neighbourhood (put up banners, funding art, education about heritage and history, multi-culturalism, etc.)
6.8 Encourage local business owners and property owners to rent under-utilized and empty storefront spaces to artists
6.9 Establish and artist in residence program
6.10 Encourage public art and cultural events that articulate multi-cultural and ethnic diversity of Core
6.11 Rename the neighbourhood
Summary of Core Neighbourhood Strategies

Strategy 7: Green the Core

7.1 Prevent illegal dumping of refuse and related fires in Core
7.2 Rehabilitate the Maple Leaf Pool or build a new recreational facility and pool on the old site
7.3 Capitalize on opportunities for new sustainable stormwater infrastructure
7.4 Pursue the development of renewable energy systems
7.5 Pursue an aggressive waste management and waste diversion strategy
7.6 Implement a roll-out bin strategy
7.7 Promote education about sustainability
7.8 Increase targeting in existing incentives and programs in Core
7.9 Develop a strategy to create new uses for vacant lots and sites occupied by dilapidated buildings
7.10 Beautify the Core by encouraging green landscaping
7.11 Remediate City-owned contaminated vacant sites

Strategy 8: Create Beautiful and Vibrant Streets

8.1 Create a vibrant commercial high street - revitalize 11th Ave or facilitate adaptive re-use along Victoria Ave
8.2 Transform Montreal St. into a greenway
8.3 Encourage stewardship of street furniture
8.4 Review proposed bikeways and create a new local bikeway on 12th and/or 15th Ave
8.5 Establish clear gateways and beautify them with public art and/or landscape, buildings, etc.
8.6 Create traffic calming measures for safer sidewalks at strategic nodes of concern/ intersections
8.7 Reclaim and improve Victoria Ave east of Winnipeg Street and the Broad Street corridor
APPENDIX B - Reference Materials
Reference Materials

The City of Regina holds a compendium folder containing the following information:

1. 2007 Core Neighbourhood Charrette - Strategies, Plan and Drawings

2. St. Joseph’s Site Report

3. Core Issue Stewards - Feedback:
   
   **Representatives from the City of Regina:**
   Planning and Sustainability Department
   Project Services & Landscape Design Division
   Parks Maintenance Section
   Arts, Culture and Heritage Division
   Transportation System Section
   Regina Police Services

   **Additional Contributors:**
   Regina Inner City Community Partnership (RICCP)
   Core Community Association (CCA)
   Saskatchewan Arts Board
   Media Production Studies, University of Regina
   Sakewewak First Nations Artists Collective
   Common Weal Arts
   Multiculturalism Council of Saskatchewan
   Neutral Ground Gallery
   Arts Action Inc.
   Office of Energy Conservation
   SaskPower
   SaskEnergy
   Regina Qu’Appelle Health Region
   Communities of Tomorrow

4. White Paper - Overview of Opportunities & Constraints in Core, City of Regina and Holland Barrs Planning Group

5. Core Community Consultation - Action for Neighbourhood Change, an Initiative of the Regina United Way

6. Draft CPTED Analysis and Study in Core Neighbourhood, City of Regina and Regina Police Services
7. 2006 Core Retail & Residential Development Charrette Background Report, prepared by Johnathon Tinney, Planning Consultant, Vancouver, BC

8. 2006 Core Area Housing Profile and Needs Assessment, prepared by Margaret Eberle, Eberle Planning and Research

9. 2006 Core Community Mapping, Core Residents, Core Community Organizations and Volunteer Facilitators