

5 Year

North End Community Plan And Renewal Plan

2011 - 2016



Prepared through

Prepared by



Leskiw and Associates

February 2011

Acknowledgements

The North End Community Renewal Corporation (NECRC) and *Leskiw and Associates* would like to acknowledge those individuals who have contributed their voices and their wisdom to the plan presented below.

As within many communities, strength lies within its residents and those that support their growth and change.

The following is intended to capture and realistically describe the changes and priorities expected within the community, by those that live and work within it. It represents the history that many have reflected upon, the passion that North Enders feel about the present and their hopes for the future.

Thank you

MIIGWEECH

DIA'KUYEMO!

Salamat

Danke vielmals!

Dziękuję

谢谢

We also thank those North Enders that have gone before us within the North End that provided a foundation and sense of belonging, and kept the passion alive to move forward. In John Paskievich's 2007 book, *The North End* this sense of history and belonging is fittingly described:

"The North End was a culture of cultures long before multiculturalism was a national 'catchphrase'; but "official" Canada perceived the people of the North End to be a homogeneous population, an unassimilated chunk of Winnipeg cut off from the rest of the city and the rest of the country by language, religion, politics, class, ethnicity and the racket and physical barrier of thousands of freight cars shunting along 190 kilometers of track in the world's largest urban rail yard – a separation of neighbourhoods and cultures that remains deeply etched into the psyche of the city."

Table of Contents

	Page
1.0 INTRODUCTION	1
1.1 Background on the North End Community	1
1.2 Context for Change	6
2.0 APPROACH AND METHODOLOGY	7
2.1 Table Discussions Annual General Meeting	8
2.2 Sector Discussion Circles	10
2.3 Community Surveys	12
2.4 Community Review and Celebration	13
3.0 Community Priorities 2011 – 2016	14
3.1 Primary Changes Desired by 2016	14
3.2 Suggested Actions	19
3.3 Recommended Strategic Partnerships	25
4.0 Summary and Priority Goals	26

Appendix A: Survey Tabulation Summaries

Appendix B: Glossary of Terms and Acronyms

Attachment: Neighbourhood Renewal Corporation Five Year Neighbourhood Renewal Plan.

1.0 INTRODUCTION

The following presents the results of a community engagement and consultation process that has been used to define and describe expectations for the North End over the next five years (2011 – 2016). This North End 5 Year Community Plan is the result of a range of discussions, written input and broader community conversations which have set a number of priorities and directions for the community.

The community plan has been developed within the context of the North End Community Renewal Corporation (NECRC). Its management and staff have been directly involved in the organization of the discussion circles, administration and tabulation of the surveys. External support has been provided by *Leskiw and Associates* with respect to the overall organization of the information gathering, conducting the discussion circles, and development of the final community plan.

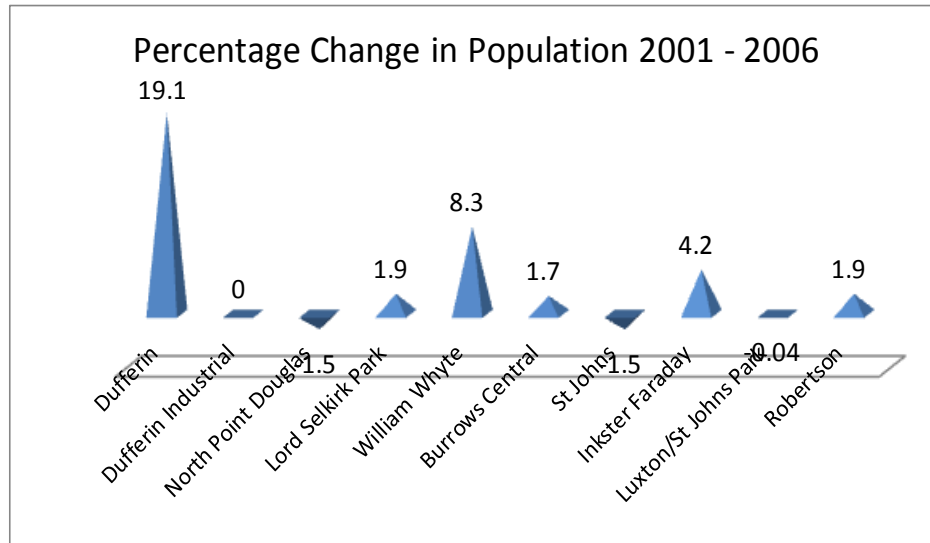
1.1 Background on the North End of Winnipeg

Physically the North End is a geographic area comprised of 11 neighbourhoods (Dufferin Industrial, Dufferin, William Whyte, Lord Selkirk Park, North Point Douglas, Burrows Central, St Johns, Inkster Faraday, Luxton / St Johns Park and Robertson). Individually and collectively, these neighbourhoods reflect a diversity and commonality that makes its neighbourhoods distinct, yet binds them together.

As has been noted by many writers and historians, Winnipeg's North End has developed in its own ways; away from the sources of political and financial power, and somewhat defiant in coming up with different ways to deal with its challenges and tribulations.

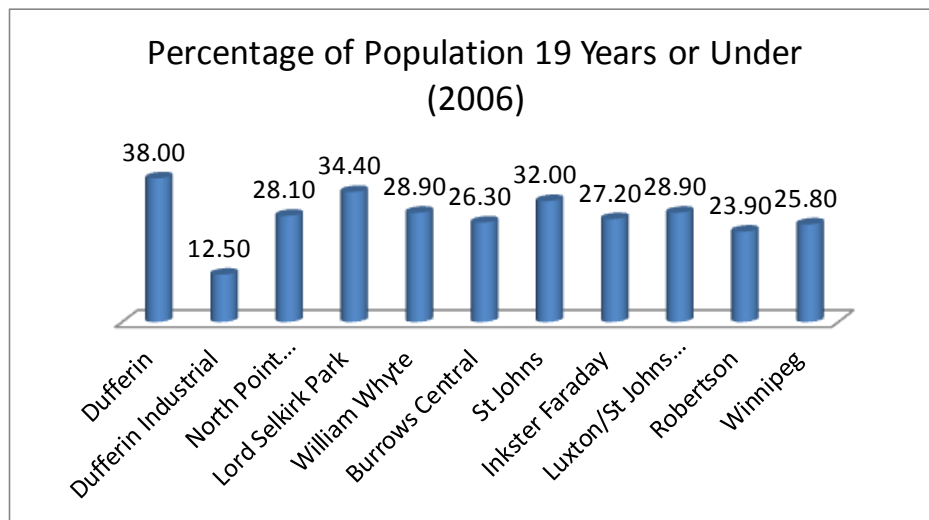
Winnipeg's North End is, and always has been unique unto itself. It has been home to waves of immigrants, from the Poles, Ukrainians and Germans of the late 1800's and into the 1900's, to the working class Jewish population, the Aboriginal community moving from rural and northern life, and the more recent Asian and South East Asia immigrants. As a result, strong cultural presence and broad levels of diversity define much of the population.

The North End neighbourhoods continue to exhibit strong population growth and a younger than average population. The following two charts illustrate the *percentage* change in the population of the neighbourhoods (2001 – 2006), and the current age structures within the neighbourhoods.

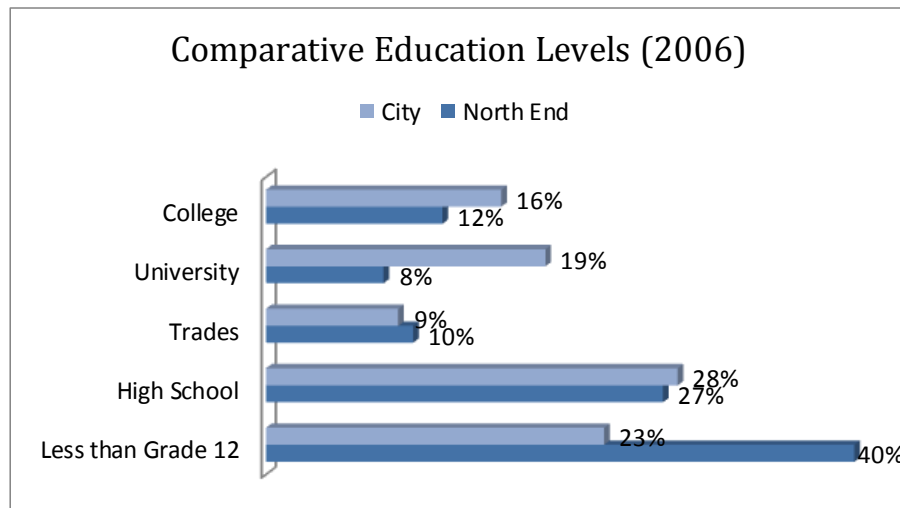


As can be seen, two neighbourhoods, Dufferin and William Whyte, which had both previously experienced population decreases (1996 – 2001), are now leading the way in population growth.

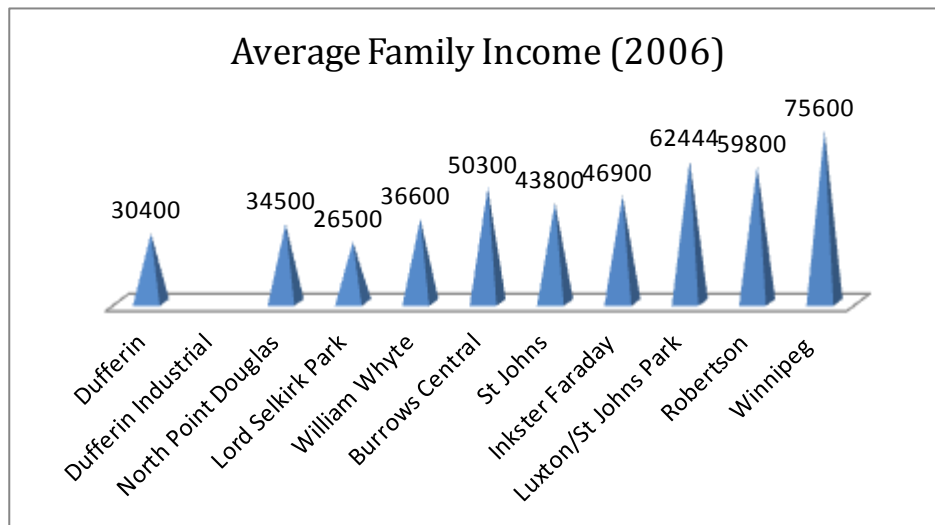
Similarly, it is important to note that a growing segment of the population is under the age of 19 years, particularly within the southern neighbourhoods of the North End. On average, nearly one-third of the North End’s population was under 20 years of age as of the 2006 census, reflecting a growing market and labour force.



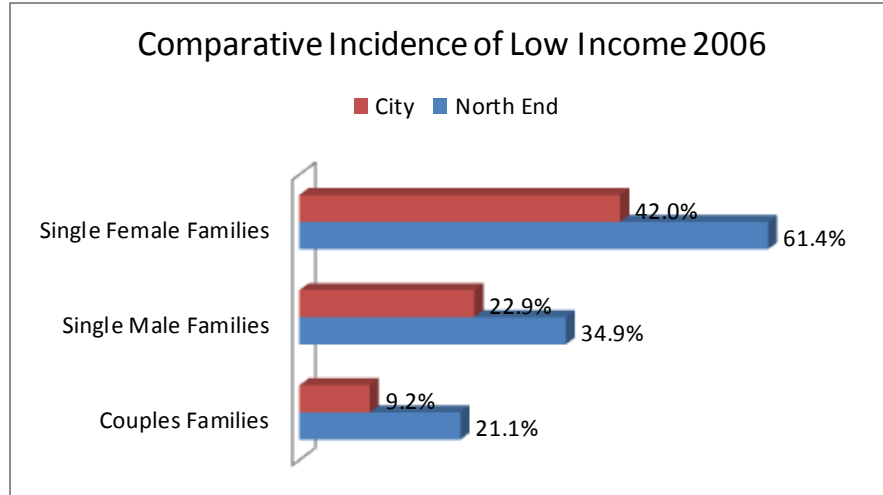
Employment and education levels tend to be lower within the North End neighbourhoods than they are within the city as a whole. The 2006 unemployment rate for the North End was 8.3%, within a City average of 5.2%. While these rates are high, they have improved from 2001 when corresponding unemployment rates of 10% North End, and 5.7% City were present. Education levels indicate a significant portion of the population not having acquired grade 12 or equivalent, with a subsequent lower number of individuals going on to trades, college or university.



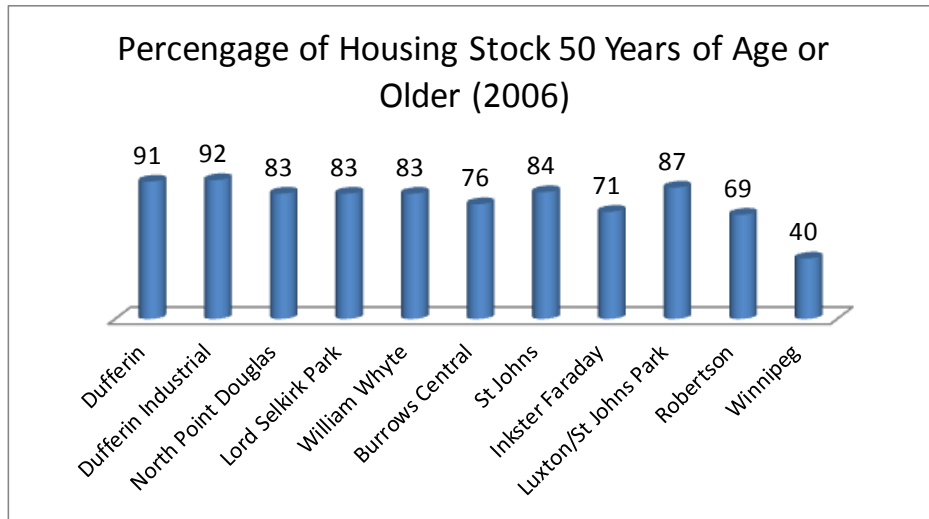
As a result, overall average family income tends to be significantly less in the North End than the average for Winnipeg as a whole (\$33,400 as compared to \$75,600). This situation is particularly reflected within neighbourhoods such as Lord Selkirk Park (average family income of \$26,500) and Dufferin (average family income of \$30,400).



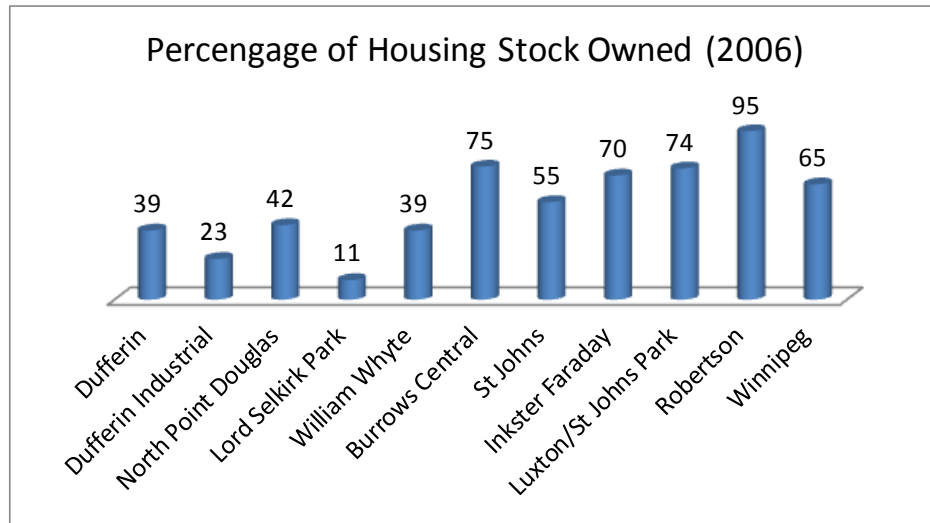
Note: Information for Dufferin Industrial is not available.
 Consequently, the percentage incidents of low income levels are also greater across the North End than they are within the City of Winnipeg as a whole.



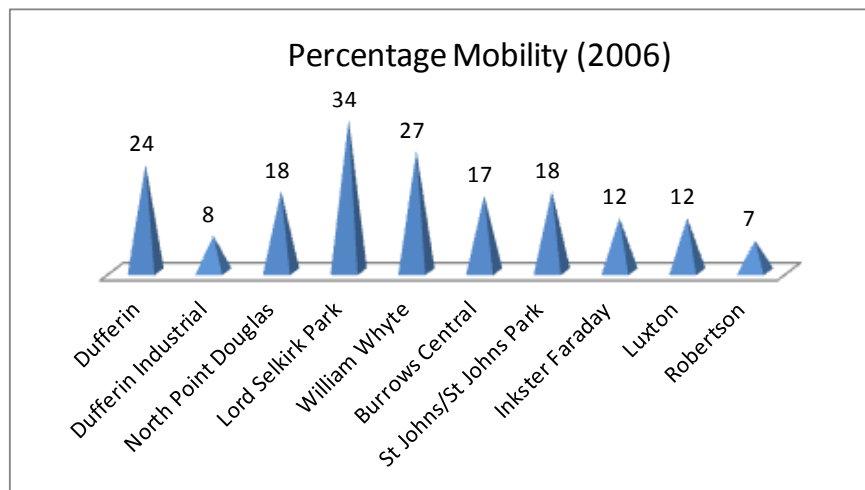
As illustrated in the following chart, North End neighbourhoods are home to a generally older housing stock with the majority of houses in the neighbourhoods built prior to 1960.



Most housing is single detached, with a minor mix of smaller apartments. While within the City of Winnipeg as a whole, home ownership has increased during the period 2001 – 2006, in the North End it has dropped.



Significant affordability issues are evident in several neighbourhoods, particularly those in the southern portions of the area. Consequently, mobility remains high in many neighbourhoods (Dufferin, Lord Selkirk Park, and William Whyte) with mobility rates for the community as a whole being greater than the average for the rest of Winnipeg (see below). Mobility (defined as having moved to a different residence within the past year) is seen to be directly influenced by factors such as housing conditions, housing affordability and safety. (Winnipeg mobility in 2006 was 11.7%)



Diversity continues to be a benchmark for the community. Whereas in decades past, European immigration defined the community through dominant second languages of Ukrainian, German and Polish, current realities illustrate that these languages are being supplanted by those of other nations: Philippines, Cree and Ojibway. The

Aboriginal population is the single largest group, with 29% of the North End population declaring Aboriginal ancestry (up from 26% in 2001).

1.2 Context for Change

It is well documented that the North End faces a number of challenges. Safety and crime concerns are both real and perceptual. Employment and education levels tend to be lower than much of Winnipeg, and consequently, income levels are also lower. There is a commonly held belief that the North End does not receive its equitable share of municipal services, and the general state of affairs needs a collective upgrading.

However, the majority of those who provided input into this plan also noted that there are more than enough opportunities to be capitalized upon. The population is younger with significant growth potential. Because it is a walking / biking / public transportation community a built-in local market for development exists.

Pride and assertiveness to move beyond the current state of affairs was a keynote of all of the discussion circles. Strong community leadership is evident, particularly amongst the service organizations and resident associations who know and respect their members. There is a small, yet dedicated business sector, some of whose members stretch back over 70 years in the community.

History also drives the desire for renewal and change. History for many provides the remembrance of what the North End was, and the drive to bring back what works. The North End does not have aspirations of being like other Winnipeg neighbourhoods. It knows that it is unique and in spite of concerns, revels in this uniqueness. The will of those that contributed to this community plan is to maintain and enhance a cycle of collective renewal and redevelopment – building together on new strength and assets.

2.0 APPROACH AND METHODOLOGY

As noted above, the North End 5 Year Community Plan has been organized and undertaken through the direction of the North End Community Renewal Corporation`s Board of Directors.


NECRC`s mission is to promote the social, economic, and cultural renewal of the North End. This mandate is undertaken through a broad Community Economic Development (CED) approach that has been defined as:


“...action by people locally to create economic opportunities and enhance social conditions in their communities on a sustainable and inclusive basis, particularly with those who are most disadvantaged.”

CED principles recognize that there are many ways to achieve growth and development and that growth and development include aspects of economic, physical, social and spiritual change. As a result, efforts are required in many different ways, with the participation of a range of individuals and groups, and outcomes that reflect the realities and aspirations of the broader community.

Therefore, the overall approach that was used to gather information to articulate the North End Community Plan was one of engagement. Rather than simply ‘consulting’ with community membership, the process was designed to seek ways that the broader community could be involved in supporting and engaging in future development. As the process was organized and undertaken through the North End Community Renewal Corporation (NECRC), the process also recognized that NECRC is an ‘organization of organizations’ and that it would be important to also identify roles and relationships within NECRC and its partners that could assist in giving action to the community plan.

Overall, the approach was a two way information sharing exercise that was also expected to enable a stronger relationship to be developed between NECRC and its community members, by:

-  Enabling NECRC to develop a better understanding of how it can hear back from its constituency on an on-going basis;

-  Enabling the community to better understand the work being done through NECRC and promote stronger support and connection to these efforts; and,

- ☺☺☺ Facilitating community involvement by having outcomes, measures of success and indicators of progress identified through engagement mechanisms.

The information gathering approach and methods that were used, focused on seeking input into the priority changes or outcomes that the community sought and the means by which NECRC and other community entities would be expected to act to bring about results. The methods used to gather information included:

- ☺☺☺ Initial table discussions at the NECRC Annual General Meeting (June 2010);
- ☺☺☺ A series of table discussions across the different sectors that relate to NECRC (October to December 2010);
- ☺☺☺ A broader based community survey administered through NECRC staff and board members (October to December 2010);
- ☺☺☺ Further discussions within the Community to review and establish priorities and expectations as part of an overall community celebration in January 2011.

The specific methodology and scope within each of the above is detailed below.

2.1 Table Discussions at the Annual General Meeting




Work commenced at the Annual General Meeting of NECRC in June 2010. The primary purpose of these discussions was to initiate the overall engagement process with a visible event, and to begin to provide a foundation for the future discussions. It is recognized that formal NECRC roles are determined by its mandate and contribution agreements, however, part of these initial discussions were used to have the community identify what their expectations of NECRC would be. A primary function of NECRC revolves around the continual need to balance occasionally divergent expectations of government and community.

These discussions were not intended to change or dilute these formal roles, but rather, to generate greater understanding in the community of how NECRC functions, and provide NECRC with an understanding as to how community members prioritize functions that enable the roles to be carried out. The understandings form a basis for continually stronger relationship building.

The Annual General Meeting was held at David Livingston School. Approximately 100 individuals attended overall, with 51 individuals remaining for the table discussions (it should be noted that this latter number remained through all of the discussions). The discussions were quite animated and vibrant. Discussions were focused around

two related questions: NECRC roles and functions, and the means to best engage and relationship build. In summary, the following feedback was obtained.






Question 1: NECRC Roles and Functions

-  *To serve as a facilitator between groups and organizations and governments towards common goals; and, a facilitator of ideas and opportunities.*
-  *To act as an organizer and coordinator of meetings between groups; of supports for resident associations; of actions on issues that extend beyond individual neighbourhoods; of community-wide planning; and, of events and consultations with residents.*
-  *To focus communications and the sharing of accurate and timely information, with NECRC as the holder and distributor of information.*

And, to take a strong role to ensure that development can take place, but not to develop or deliver if there are other groups that are capable of delivery.

Question 2: Engagement and Relationship Building Approaches

Engagement and relationship building revolves around the sharing of information. Common means cited for increased sharing of information included:

-  *Tapping into existing networks;*
-  *Bringing organizations together more often and using their membership;*
-  *Increasing coverage in local newspapers and newsletters;*
-  *Utilizing social networks to share information;*
-  *Holding more discussion sessions with residents and events to bring people together.*

2.2 Sector Discussion Circles

NECRC is organized around seven (7) *sectors*, defined as being: Aboriginal; community service; cultural; resident associations; business; religious and fraternal; and labour. These sectors were originally seen as the means by which all aspects of North End life could be involved with NECRC and community revitalization. The sector concept was initially organized in relation to the early development of NECRC and has been used to support the formal ownership of the organization (development of the board of directors along sector lines) and to maintain a connection to these diverse aspects of the community.

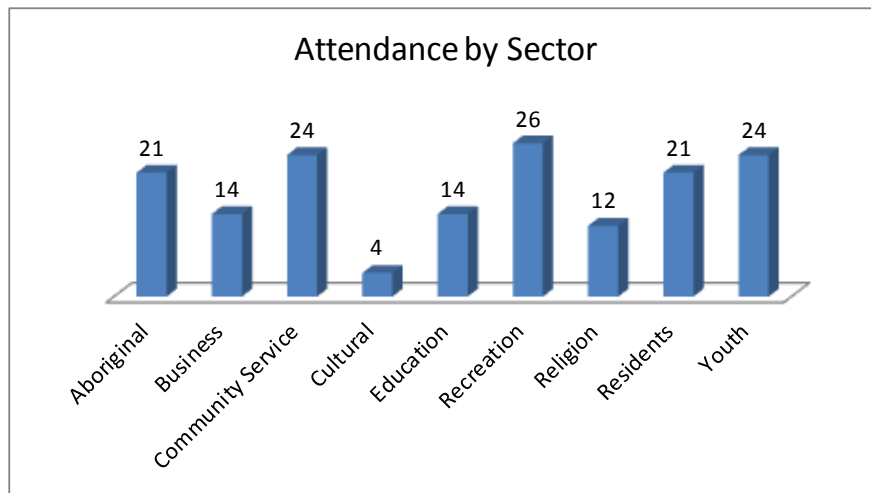
Community engagement occurred along sectoral lines for several reasons:

- ☺ Within discussion circles / focus groups, there is often a greater level of comfort in sitting with others of similar interest and ways of thinking. Organizing discussions amongst sectors was expected to work to support stronger and more open discussions;
- ☺ Sectoral discussions are seen as a means to build community expectations from a strength and capacity base rather than an issue base;
- ☺ Considerable effort was made to encourage attendance at the sectoral discussions by staff, management and the board of directors. Initial email invitations were followed up with subsequent email (or written mail) reminders, and personal phone calls. This type of direct contact was seen as a primary reason why the attendance was so strong. Given the makeup of the sessions, it is evident that this added attention brought out some voices that do not normally participate in open community forums; and,
- ☺ As it is important that each of the sectors not view themselves in isolation, but rather as part of a larger community, the sectoral discussions were used to generate feedback on what each sector sees as being important within their primary area of interest (sector), as well as what they see as important to the larger North End Community (across sectors).

The sessions were held from mid-October to December 2010. The discussions focused on identifying those primary outcomes / changes that participants saw as being important to achieve in the next five years, along with indications as to how these changes would be most evident.

While a total of seven (7) initial discussion circles were planned, it became evident early in the process that there were additional topics that community members wished to raise, and consequently an additional two sessions were added (Education and Training, and Recreation and Wellness). The sector discussion with labour representatives did not materialize. However, there was general consensus that young people needed to be heard from directly, and, therefore, a Youth discussion circle was also added, resulting in a total of nine (9) sector discussions.

It was expected that, through the discussion circles an average of 8-12 individuals would participate, resulting in opportunities to hear detailed feedback from approximately 70 individuals. The response to the sessions was significantly greater than anticipated, with a total of 160 participating (average of nearly 18 participants per session).



The level of discussion was very high, with considerable insight and thoughtfulness received. Overall discussions across the sectors were very consistent, resulting in a very uniform and harmonious set of overall community goals. Whereas many such discussions can easily emphasize issues and needs that are to be addressed, the focus on change and outcomes brought about greater sense of positive action and energy across the community.

2.3 Community Surveys

As a final phase of engagement effort, a tool for on-going group information gathering was developed by the consultants and administered by staff over the period from October to December 2010.

The consultants developed a specific, concise survey form that was organized to be quite self-explanatory and administered by staff / board members during regularly scheduled events (resident association meetings, housing group meetings, food security steering committee meetings, etc.). The draft survey was reviewed and adjusted in consultation with a NECRC staff working group in order to enhance its applicability. In addition, two young people who are active in the North End volunteered to take the wording and format for the survey and revise it to be more appropriate for youth (see attached Appendix A)

The line of questioning was not intended to be evaluative in nature (determining how well or how satisfied community members are with what has taken place), but sought to have community members provide additional input into what types of initiatives and actions they considered to be most important to bring about change in the next five years.

The structure of the questions and formality of the tool structure worked to ensure higher degrees of validity and minimal personal interpretation by individual staff or board members who were administering and tabulating the surveys.

The information that was received in this manner supported the feedback received through the sectoral discussions and provided a greater level of detail with respect to initiatives that were seen to be of priority within each of the primary areas of focus for NECRC (safety, economic development, employment development, housing, recreation and wellness, culture and diversity and overall community development). The survey format also provided the means for individual community members to become more engaged with the process and provide additional detail to the overall work being undertaken.

Tabulation of survey results occurred within NECRC, with the consultants undertaking the analysis and reporting of findings. A total of 232 surveys were completed and tabulated.

2.4 Community Review and Celebration

The final component of the overall community engagement / planning process will take place in January 2011. At that time a community event / celebration will be organized with the preliminary results of the discussion circles and surveys presented for review.

The priority community outcomes and respective indicators will be presented back to community members for table discussions and final confirmation or adjustment of the priorities.

Final versions of these goals will be developed within the final report, to be completed in February 2011.

3.0 COMMUNITY PRIORITIES 2011 - 2016

The following represents the findings obtained through the sector discussions those which will be presented to the community at the event in January 2011. The priorities are organized in terms of:

- 👥 Primary Changes Desired by 2016.
- 👥 Key Initiatives to be Undertaken; and,
- 👥 Strategic Partnerships.

3.1 Primary Changes (Outcomes and Indicators)

As noted above, the discussions within the nine (9) sectors were very vibrant and informative. Participation was very strong and engaging. There were a number of common themes and perceptions that were generally held across all of the discussions, such as:

- 👥 It is time for the North End to act more as a whole community, not talking nor acting as 'haves or have nots', and not acting independently. It is felt that what is good for any given neighbourhood benefits the community as a whole.
- 👥 Pride in being a North Ender appears to be taking greater shape and intensity. There is a feeling that the community has not had the same standards applied to it as in other neighbourhoods. It is seen to be time to speak with a louder, more inclusive voice and ensure that community standards for safety, cleanliness, etc. are known and upheld.
- 👥 Young people must be directly involved in the future. They are a source of energy, ideas and action that needs to be supported and nurtured.
- 👥 Safety remains a primary issue to be addressed, and along with it, general issues of cleanliness and appearance that should be dealt with to foster continued growth in pride and to gain additional supporters for change.
- 👥 Groups, organizations and individuals must work together, more often and in more ways. It is a collective and collaborative approach that will be needed to bring about the specific changes that are desired. Collaboration is needed across neighbourhood groups, service organizations and businesses.

- 👤 In order to work better together, information sharing and general communication will need to be enhanced.
- 👤 Selkirk Avenue is a symbol of much of the area, with the expectation that it can be more vibrant, safer and cleaner, and include a mix of commercial and educational / social services that provide a positive impact on the area.

From the sector discussions a total of nine (9) consistent and specific outcomes were identified, along with a number of individual indicators that can serve to measure the extent to which the changes are being achieved. Briefly noted the following describes these outcomes and their indicators.

Stronger, more capable, more interdependent neighbourhood associations that will:

- 👤 Engage greater numbers of residents to be more active;
- 👤 Be more representative of the demographics in their neighbourhoods;
- 👤 Learn from each other and replicate successful actions and initiatives;
- 👤 Establish and retain a larger volunteer body of residents;
- 👤 Actively work within areas of safety, community cleanliness and pride;
- 👤 Support local young people; and,
- 👤 Support each other.

Young people that are actively involved in supporting each other and contributing to the vibrancy of the North End through:

- 👤 Local youth groups developed in each of the neighbourhoods;
- 👤 Establishment of a North End Youth Council consisting of representatives of the neighbourhood groups and local youth serving organizations;

- ☺☺☺ An odd jobs form of programming that matches the needs of community members to odd jobs where young people can contribute and receive compensation and experience; and,
- ☺☺☺ More organized recreational opportunities for all age groups.

A stronger mix of housing options that reflects the realities and aspirations of all residents, by:

- ☺☺☺ Having a blend of owner occupied and rental accommodations;
- ☺☺☺ Neighbourhood housing plans in identified neighbourhoods that reflects and seeks to accommodate the make-up of the population;
- ☺☺☺ More opportunities for student housing; and,
- ☺☺☺ Recognition that housing is a key element of personal and family growth, and needs to be integrated within all discussions on development.


A cleaner, safer and more vibrant community through:

- ☺☺☺ More responsive and effective bylaw enforcement, addressing issues such as garbage collection, vacant and boarded up buildings, and non-compliant property owners;
- ☺☺☺ A stronger overall voice that promotes the needs and opportunities within a collective North End; and,
- ☺☺☺ Non-tolerance attitudes towards crime, with natural surveillance developing amongst neighbours and a closer working relationship with the Police Service.


A coordinated economic development strategy that is inclusive of:

- ☺☺☺ Effective employment and training opportunities that:
 - Focus on literacy as a starting point in safe and respectful settings;
 - Provide the means for individuals to learn about and understand job expectations and career options;

- Link individuals to training opportunities within and external to the North End;
- Generates a strong, stable base for learning and works to integrate efforts from pre-school to post-secondary; and,
- Creates advantages through local hiring within the community and business sector and opportunities for employment through the public sector.

 A business community that serves a greater range of local requirements and works to become a destination, with:


- Financial institutions that recognize opportunities and are willing to invest locally;
- Tax incentives and an incremental improvement zone (Centre Venture North);
- Support for recruitment and retention of local residents; and,
- Long term solutions that are developed locally to address issues facing business growth, such as government policy, security, financial incentives, etc.

 Integrated community and business sectors that recognize, value and support each other by:

- Working to facilitate opportunities such as a business incubator centre, and / or social enterprises; and,
- On-going discussions on how to establish the most appropriate mix of businesses, institutions and organizations.

A free flow of timely accessible information with:

 Lists and promotion of local businesses;

 Maintenance of a common source of information on cultural events and area groups / programs including what is offered, when; and,

- ☺☺☺ A community service manual / guidebook on what is available and how to access services.

A community that is getting to know each other and is involved with each other by:

- ☺☺☺ Youth that are visible in positive community services and events;
- ☺☺☺ Neighbours who know each other;
- ☺☺☺ Cultural and faith based groups who share their gifts and enrich the community experience;
- ☺☺☺ Celebrations and events, including a major cultural celebration annually; and,
- ☺☺☺ Language and learning about culture (with an emphasis on the Aboriginal culture in local schools).

A community service sector that works together, cooperatively and collaboratively supporting residents through:

- ☺☺☺ Reduced competition for resources;
- ☺☺☺ Clear understanding of each other's roles and services;
- ☺☺☺ Clear commitment to partnerships;
- ☺☺☺ Growing relationships leading to jointly delivered services;
- ☺☺☺ Charity models replaced by capacity driven ones; and,
- ☺☺☺ Integrated health and social service systems.

Government policies that reflect and represent the realities and expectations of the North End by:

- ☺☺☺ Recognition of realities through the offering of programs and policies that support rather than impede development; and,

- Regular discussions between policy makers, residents and community organizations on matters of policy.

3.2 Suggested Actions

As noted, additional information gathering also took place through community surveys that were administered through NECRC staff and board members. A total of 232 completed surveys were obtained. Sixty seven percent of respondents live in the North End, with nearly 80% of these within the Neighbourhoods Alive! neighbourhoods. Nearly one half of the respondents also worked in the North End, again, primarily within William Whyte, Lord Selkirk Park, Dufferin / Dufferin Industrial, and North Point Douglas.

The surveys enabled respondents to begin to select and prioritize specific initiatives and actions that can be undertaken over the next five years. The overall line of questioning was organized around the seven areas of activity that NECRC, as a neighbourhood development corporation has traditionally directed its efforts.

These areas all take a development approach, and include: safety; economy; employment; housing; recreation and wellness; culture and diversity; and overall community development.

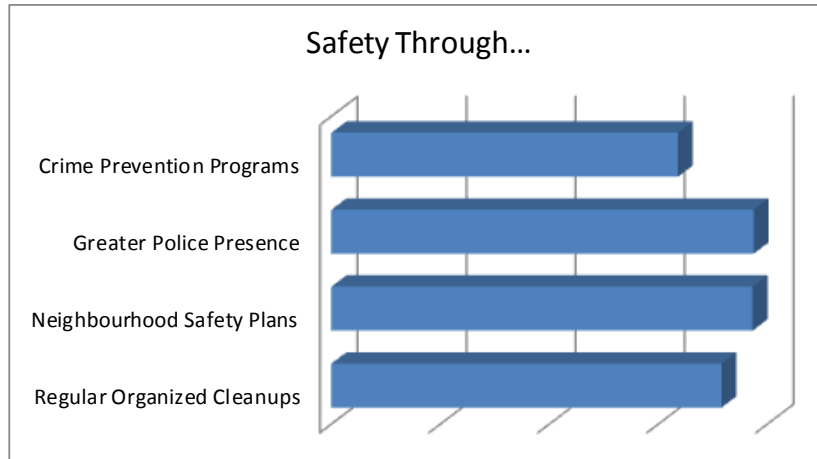
In addition, the survey design also considered the range of conversations that were expected from the sector discussions, in order to facilitate the blending of findings from both the sector discussions (outcomes, primary expected changes and related indicators), and the surveys (priority actions to be undertaken to achieve change). The net result was a focus on positive change and action, rather than broader discussions on issues and barriers to change.

The survey findings were obtained through tabulation of the actual surveys, development of median scores for each of the responses (individual responses for each question were weighted from 4 – 1 (4 greatest importance), responses then amalgamated and divided by the number of respondents to determine the median scores (out of a maximum of 4.0). The median scores provide a more accurate description of the level of importance given to the respective statements.

The attached Appendix A provides a summary of the actual responses, and the weighted results of the tabulated responses.

Additional consideration was also given to the individual comments that were provided on each survey form (also attached within Appendix A). In summary, the highlights of the survey findings, presented within each of their respective areas of activity are presented below.

Safety



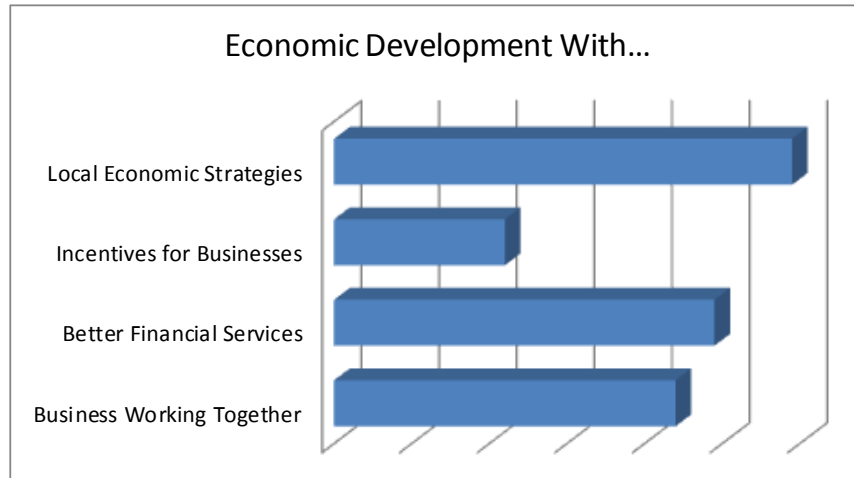
Support for neighbourhood safety plans were seen as the most important activity to be undertaken, followed by obtaining greater police presence. The neighbourhood safety plans are seen as ways to involve larger numbers of individual residents in working towards safer situations, with recognition that each of the neighbourhoods has their own conditions and strengths when it comes to dealing with safety issues.

Having a greater police presence translates into two specific expectations: more police officers who are 'walking the beat'; and a community policing office in the neighbourhoods (preferably on Selkirk Avenue). Both expectations appear to be driven by a general desire to have a stronger relationship with the police service and its members.

Support for regular, organized community clean ups also received strong recognition. Clean-ups are desired on a more frequent basis (youth suggesting that they occur monthly), and that the City of Winnipeg needs to be directly involved in assisting with better garbage pick-up. Cleanliness is viewed as an element of safety and neighbourhood pride.

The idea of collaboration and people working together towards better, safer situations is within comments received with the surveys emphasized.

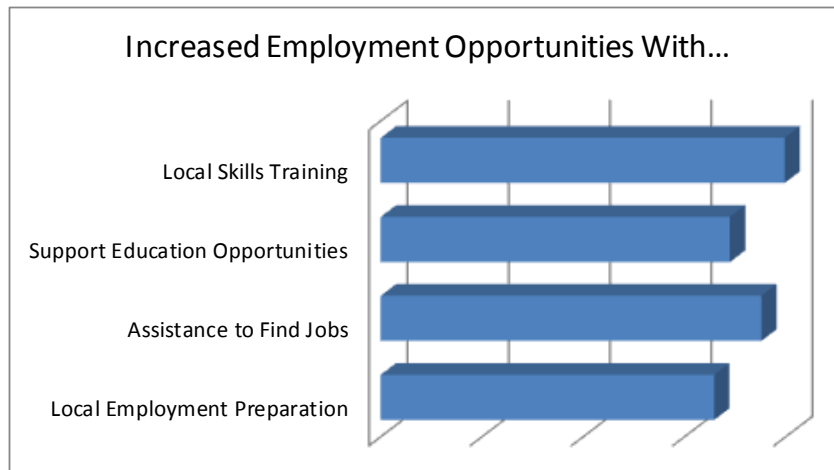
Economic Development



Local strategies for business development and promotion are viewed as important for economic development to occur, and such strategies should be tied directly to the hiring of local residents. The North End is viewed as being different when it comes to business development, and as such, policies and programs to attract and retain business is seen to require locally developed solutions.

It is hoped that ways will be developed for businesses to work together to promote the area, and that this will work to attract more, diverse businesses. Better financial services for residents are also seen to be very important for growth.

Employment Development

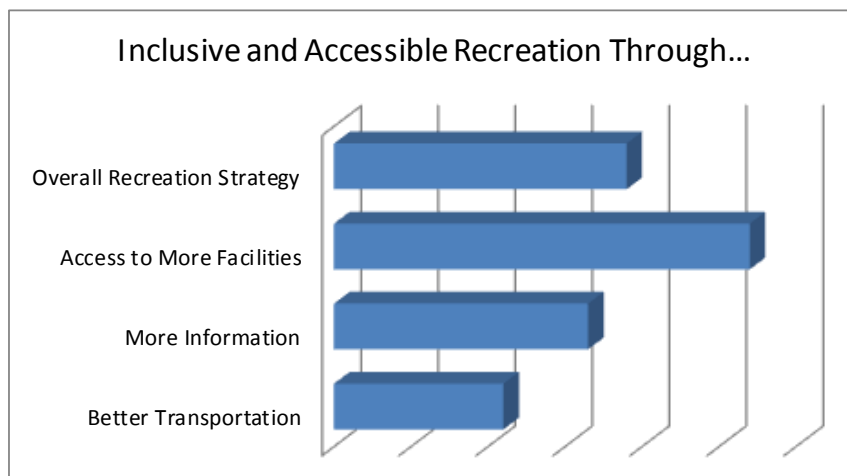


There appears to be a strong and consistent desire to link employment to accessible education and training opportunities within the North End. Education and training are seen as being key to adequate employment, and local accessibility to such supports has been prioritized.

Specifically, there is a desire to have more skills training available locally. Trades training through Red River College and opportunities for formal training and certification were identified within the survey comments.

It is also seen to be important to assist residents to identify and obtain jobs, either through placements or as a result of local hiring strategies.

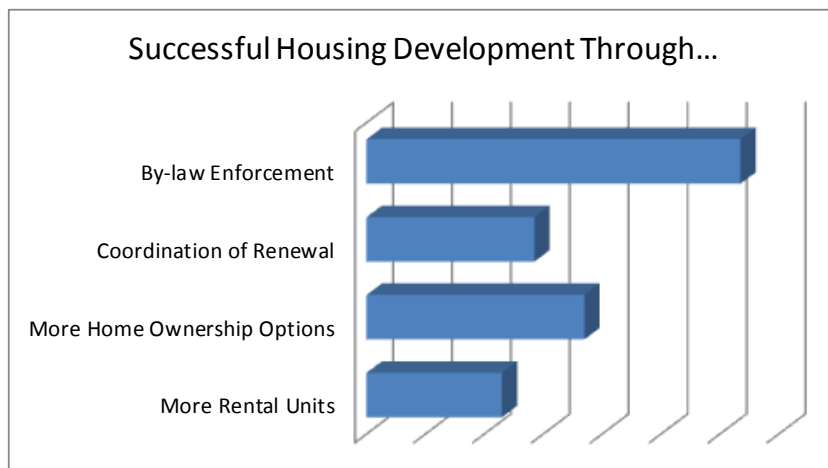
Recreation and Wellness



Opportunities for recreation, particularly for young people are seen to be of greatest importance. It is expected that such opportunities should include increased after hour access to facilities such as schools, and through the development (and implementation) of a North End recreation and wellness strategy. Comments regarding this strategy note that it should be inclusive and consider all forms of recreation.

In addition, the lack of adequate information on what is available (where and when), and the absence of good public transportation to different recreation venues are seen to be additional barriers to accessing any currently available opportunities.

Housing Development



With respect to housing development priorities, by-law enforcement is seen as the singularly most important action to be undertaken within the next five years. By-law enforcement is seen to be important as means of both, improving the housing stock, and addressing related issues of safety and overall physical appearance of the neighbourhoods.

The development of additional home ownership opportunities are seen to be slightly more important than development of rental housing. The majority of respondents appear to desire more of a mix of housing in the neighbourhoods.

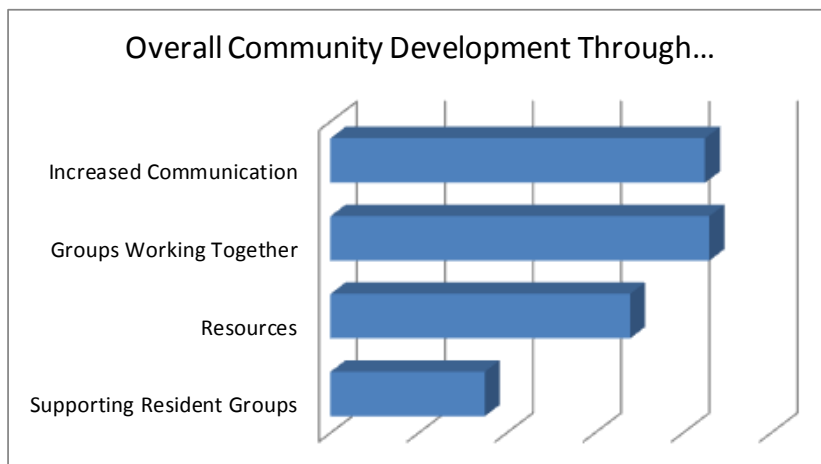
Culture and Diversity



There is a strong level of support for actions that will facilitate annual celebrations and support individual or collective events, such as a North End folklorama.

Less support was indicated for the development of a North End cultural centre, and specific anti-racism initiatives.

Community Development





Community development initiatives are expected to be undertaken from a much more collaborative perspective. There is general recognition that working together can bring about better results. It is seen to be important that groups work together, and that there is increased communications around activities and ideas across the North End.


3.3 Recommended Partnerships


Strategic partnerships are seen to be necessary to support growth and development in the North End over the next five years. NECRC is viewed as being in a pivotal role in terms of its roles as a facilitator, coordinator and communicator.


Suggested strategic partnerships to date, within each of the primary areas of NECRC activities are listed below:


-  Safety: Neighbourhood resident associations; Winnipeg Police Service and the City of Winnipeg (Public Works and By-law Enforcement).

-  Economic Development: Local businesses (and those to be attracted into the area), City of Winnipeg (Business Improvement Zone administration), local BIZ organizations (Selkirk, Main Street and North Main).

-  Employment Development: Local high schools, William Norrie Centre, Urban Circle Training Centre, University of Winnipeg Inner City Studies, PATH Centre.

-  Recreation and Wellness: Local schools, City of Winnipeg Parks and Recreation, Community based youth serving agencies (Ndinawemaaganag Endaawaad, Ma Mawi Wi Chi Itata Centre, Pritchard Place Drop In Centre) Win Gardner Place, Winnipeg Regional Health Authority.


-  Housing: Manitoba Housing, Manitoba Urban Native Housing Association, Habitat for Humanity, Kinew Housing, City of Winnipeg By-law Enforcement)

-  Culture and Diversity: Local fraternal and faith based communities.


4.0 SUMMARY AND PRIORITY GOALS

In total, information around desired changes to the North End, actions and priorities to be undertaken over the next five years have arisen through four (4) related processes:

The table discussions at the Annual General Meeting with 51 individuals directly involved;

 The nine (9) sector discussion circles within which a total of 160 individuals participated:

 The community survey that was completed by a total of 232 respondents; and,

 The community celebration event, where 112 individuals identified the most important changes that are anticipated within the overall community, and the types of initiatives that are seen to be most important.

As a result of all of these discussions and community engagement exercises a number of new priorities for the future were identified. Those changes in the community (community outcomes) that are seen to be most important within the next five years (in order of priority) are:

1. Young people that are actively involved in supporting each other and contributing to the vibrancy of the North End through.
2. A cleaner, safer and more vibrant community.
3. A coordinated economic development strategy that is inclusive of employment and business development actions.
4. A stronger mix of housing options that reflects the realities and aspirations of all residents.
5. A community service sector that works together, cooperatively and collaboratively supporting residents.
6. A community that is getting to know each other and is involved with each other.
7. Government policies that reflect and represent the realities and expectations of the North End.
8. Stronger, more capable, more interdependent neighbourhood associations.
9. A free flow of timely accessible information.

In addition, the priority setting exercise that was held at the community celebration on January 26, 2011 established further suggestions as to the types of specific initiatives that should be undertaken to achieve the desired community outcomes.

Key initiatives (in order of priority) identified at that time are:

- ☺☺☺ Effective employment and training opportunities that focus on local residents, learning, training and job opportunities;
- ☺☺☺ Local youth groups developed in each of the neighbourhoods;
- ☺☺☺ More responsive and effective bylaw enforcement, addressing issues such as garbage collection, vacant and boarded up buildings, and non-compliant property owners;
- ☺☺☺ Non-tolerance attitudes towards crime, with natural surveillance developing amongst neighbours and a closer working relationship with the Police Service.
- ☺☺☺ Growing relationships leading to jointly delivered services;
- ☺☺☺ Charity models replaced by capacity driven ones; and,
- ☺☺☺ Integrated health and social service systems.
- ☺☺☺ Cultural and faith based groups who share their gifts and enrich the community experience;
- ☺☺☺ An odd jobs form of programming that matches the needs of community members to odd jobs where young people can contribute and receive compensation and experience;
- ☺☺☺ Establishment of a North End Youth Council consisting of representatives of the neighbourhood groups and local youth serving organizations;
- ☺☺☺ Recognition of realities through the offering of programs and policies that support rather than impede development; and,
- ☺☺☺ Regular discussions between policy makers, residents and community organizations on matters of policy.
- ☺☺☺ Having a blend of owner occupied and rental accommodations;

It is the expectation of the community members that contributed their feedback in setting North End community priorities, that NECRC and its partners will develop longer term and annual plans that will begin to accomplish the above noted changes, and will undertake the initiatives that have been identified.

While there were a number of priority community outcomes and initiatives identified, it was also noted that there was considerable commentary received (through the discussions and the survey comments) that it was important that the issues areas that were being worked on by NECRC in the past plan, should continue be included in the current five year plan.

Therefore, an inclusive set of priority goals has been established for NECRC's Five Year Plan (2011 – 2016) that incorporates the on-going expectations within the existing areas of focus for the Corporation (housing, employment, economic development, recreation and wellness, culture and diversity, safety and community building, as well as introducing additional priorities within these areas.

It is expected that NECRC and its partners will work to include and transition efforts towards some of the new goals as resources and opportunities develop over the next five years, and additional partnerships are created to expand the overall set of resources needed to meet community expectations.

Housing Goals

To work closely with the City of Winnipeg to promote by-law enforcement as means of both, improving the housing stock, and addressing related issues of safety and overall physical appearance of the neighbourhoods.

To continue pursuing safe, secure and truly affordable housing in the North End by providing support and resources to assist local neighbourhoods to develop and then implement their housing plans

To work to develop a mix of home ownership and rental accommodations (strategies to be inclusive of those with little or no income).

Employment Development Goals

To organize a local strategy to provide access to skills training and adult educational opportunities with a continuum of services and supports.

To enhance the employment opportunities of young people by working with schools and institutions to support learning and stay in school strategies from pre-school to post-secondary.

To support residents to obtain greater access to employment opportunities.

To continue to promote local hiring strategies.

Economic Development Goals

To develop and support long term solutions that are developed locally to address issues facing business growth, such as government policy, security, and realistic financial incentives.

To work to establish a strong mix of businesses that is capable of serving a greater range of local needs and works to become a destination.

To continue to work with financial institutions to promote local business investment and supports for local residents.

Recreation & Wellness Goals

To establish and support implementation of a comprehensive North End Recreation and Wellness Strategy.

To develop the means for greater access to recreation and wellness opportunities, including food security issues, transportation barriers, and local infrastructure.

Culture & Diversity Goals

To bring together cultural and fraternal groups in the North End to sponsor, plan, and organize events that celebrate culture and diversity.

To develop the means of having youth directly involved in neighbourhood resident associations, and to support the creation of a North End Youth Council.

Safety Goals

To continue to support neighbourhood groups in developing and implementing their own neighbourhood safety plans.

To establish the means for a greater police presence within the North End, and opportunities for stronger relationships between residents and the Winnipeg Police Service.

Community Development / Capacity Building

To continue to support neighbourhood resident's associations, particularly within opportunities to work collaboratively across issues.

To establish and maintain the means for local service organizations to work cooperatively on common initiatives.

To develop and maintain ways to enhance communication of local information to residents, businesses and organizations.

The attached "Neighbourhood Renewal Corporation Five Year Renewal Plan" elaborates on the above goal statements with additional detail on specific initiatives that will be planned, strategies to be employed, partnerships that will need to be in place, and results that are anticipated.

Appendix A

Survey Tabulation Summaries

Overall Summary of Survey Responses

	4	3	2	1	
Things that will make the North End safer are:					Number
Support for regular, organized neighbourhood clean ups	111	65	33	11	220
Support for neighbourhood safety plans	142	57	15	4	218
Greater police presence	144	45	28	8	225
Innovative crime prevention programs	108	56	15	6	185
Economic development occurs with:	4	3	2	1	
Businesses working together to promote the area	106	85	23	3	217
Better financial services for residents	116	75	22	5	218
Business development is encouraged through incentives	86	88	37	2	213
Local strategies such as hiring local residents or community owned businesses	134	61	18	3	216
Increased employment opportunities occur when:	4	3	2	1	
There is more employment preparation available locally	113	43	34	6	196
People are assisted to find jobs	123	71	23	1	218
Education opportunities and agencies are supported	130	45	17	1	193
Skills training is available locally	152	56	10	2	220
Housing development will be most successful when:	4	3	2	1	
More rental housing is developed in the area	121	58	26	14	219
There are more options for home ownership	124	68	25	4	221
There is increased coordination of housing renewal	114	82	15	5	216
Increased by-law enforcement of sub-standard housing is occurring	130	53	25	10	218
Inclusive and accessible recreation activities occur when:	4	3	2	1	
Better transportation is available to access activities	128	60	23	6	217
More information on what is available is present	129	69	20	3	221
More after hour access to facilities such as schools	146	65	13	3	227
An overall North End recreation and wellness strategy is developed	147	47	22	3	219
Culture and diversity will truly be celebrated in the North End with:	4	3	2	1	
Support for annual celebrations of culture and diversity	122	73	20	7	222
The presence of a North End cultural centre	118	59	32	12	221
Support for arts and cultural events	114	78	22	6	220
Support for anti-racism initiatives	129	53	21	7	210
Overall community development in the North End means:	4	3	2	1	
Supporting resident groups	126	69	20	4	219
Resources for important activities or programs	142	63	14	3	222
Groups working together to bring about change	158	49	13	1	221
Increased communication of activities and ideas across the North End	155	50	17	1	223

Weighted Survey Responses			
			Weighted Total Median Scores
Things that will make the North End safer are:			
Support for regular, organized neighbourhood clean ups		716	3.25
Support for neighbourhood safety plans		773	3.54
Greater police presence		775	3.44
Innovative crime prevention programs		636	3.43
Economic development occurs with:			
Businesses working together to promote the area		728	3.35
Better financial services for residents		738	3.38
Business development is encouraged through incentives		684	3.21
Local strategies such as hiring local residents or community owned businesses		758	3.51
Increased employment opportunities occur when:			
There is more employment preparation available locally		659	3.36
People are assisted to find jobs		752	3.45
Education opportunities and agencies are supported		690	3.58
Skills training is available locally		798	3.63
Housing development will be most successful when:			
More rental housing is developed in the area		726	3.32
There are more options for home ownership		754	3.41
There is increased coordination of housing renewal		737	3.41
Increased by-law enforcement of sub-standard		807	3.7
Inclusive and accessible recreation activities occur when:			
Better transportation is available to access activities		744	3.43
More information on what is available is present		766	3.47
More after hour access to facilities such as schools		808	3.56
An overall North End recreation and wellness strategy is developed		776	3.54
Culture and diversity will truly be celebrated in the North End with:			
Support for annual celebrations of culture and diversity		754	3.4
The presence of a North End cultural centre		725	3.28
Support for arts and cultural events		740	3.36
Support for anti-racism initiatives		724	3.44
Overall community development in the North End means:			
Supporting resident groups		755	3.45
Resources for important activities or programs		788	3.55
Groups working together to bring about change		806	3.65
Increased communication of activities and ideas		805	3.61

Comments on Surveys- 5 year plan – 2011 - 2016

1. Never give up. Don't take community work, personal or feeling offended. Be very patient with community members and workers because this world we live in is 'oppressed', it's just a matter of how we as individuals can "balance" out our diversity, emotions, change, and whatever it is that helps to make our lives positive-n-healthy.
2. To make this neighbourhood a safer and better place to live and walk around
3. My daughter and grand kids live in the north end – would like to support – used to live down this way
4. After all those derelict and boarded buildings are torn on Selkirk Ave., let's get a temporary variance permit to turn them into community gardens. During this time we get the city to donate them to community organization to develop them.
5. KUDOS
6. The more people who buy their houses the better the neighborhood will become. The north end has a reputation of bad repute, what can be done to change this? Media? Word of mouth?
7. Vibrant business district with service based businesses will create employment and encourage redevelopment of the surrounding residential areas: Selkirk, Main St., Dufferin, Arlington, Dufferin Industrial Park
8. Creating access for people with disability should be priority, awareness and services for people with intellectual disabilities, job creation, after hours activities, awareness.
9. Funders coming into the community for meetings when possible. Grassroots volunteers often are the ones who make things happen in a community so it would be helpful to help them from working too many hours spending out of pocket and letting funds and other organizations be made more sensitive and aware by making things easier for them. Volunteering in the North End is harder than many other areas.
10. We need by law enforcement combing the area to crack down on derelict housing and people who take no pride in their homes. MB housing to clean up act – ruining blocks and creating crime.
11. Expand Red River trades in the North End. Welding/construction/mechanics. Increased # of by-law officers / derelict slum housing
12. Hope to have a better and safer place in the north end.

13. What seems to be missing here is any mention of healthy families, addressing abuse, additions, absent parents, skills, etc. Without healthy families, our community will not be healthy either.
14. Overall, I think there needs to be more communication between the various non-profits, resident association and other in order to reduce overlap, increase in strength and be able to strategize effectively on the many faceted issues facing our neighbourhood. People working for change can feel overwhelmed by the challenges on the front line. This type of strategizing is crucial and should be ongoing. Good work.
15. Residents' associations need more accountability and "professiona" structure. I suggest NECRC and residents have
 - a. Conflict resolution
 - b. Effective communication skills
 - c. Office "bullying" (or community bullying) and how to stop it
 - d. Ongoing attendance of either NECRC rep or City of Winnipeg rep (all board meetings to ensure accountability to community and professional conduct.
 - e. Annual mandatory classes of board members. There also needs to be a confidential avenue for people (community members) to voice their concerns about how a residents' association is being run that is separate from the res. Association board.
16. We would like to be a part of change.
17. Send out more flyers in the area of upcoming events in the community
18. We need to be positive and supportive of each other. Stop judging!!
19. We need to work together to prevent everything from occurring.
20. What I think and feel, we as parents, and the leaders, in order to hold on to our little blessing, that are gifted, we can, and teach and show the little ones, youth about our ancestry is a real good thing, and due in this time and age but remember our ways of traditional teaching in this world, that process. Intelligent, knowledge wisdom is power, use it wisely. Do what's right, the good will if and when you or I do not know or understand, ask the instructor, teacher, the old man or old woman, the elder. Love and respect and all the good of oneself and each is in the heart. Majestic creator.
21. Safety comes before development
22. It would be a lot of a difference if these take pieces as far as the more police action in the north end, the helicopter is a good thing.

23. Announcements of evening and weekend activities for all ages – a booklet style encompassing all boundaries.
24. Let's start working together for the good of all the North End as a unit! Gee I wonder who wrote this?? LOL
25. Keep the centres open.
26. Hiring locally is vital. Results and positive change are vital. Sometimes it might be appropriate to hire outside the neighbourhood – people who will bring mature skills and measurable results – and have them mentor local employees whose skills may be less developed.
 - a. Have the results of the last five year plan been evaluated? How has the success been?
27. Far too many social services on Selkirk. With all these services the problems of the neighborhood have only gotten worse. What is wrong with this picture/
 - a. Need to get private enterprise and real businesses on Selkirk
 - b. Need to give the rest of Winnipeg a reason to come down here
 - c. Think outside the box, get creative
 - d. Nothing much going on in the neighborhood for regular people
 - e. Need to work more on image
 - f. Staffing for many groups, agencies, etc.. appear to be failing in delivering their services or programs. This is making matters worse. You need the right people for the job. We deserve better.
28. To work together for a common goal – approach City Council for funding of our other neighborhood groups who do not get any funding. Let council know that this area has been neglected too long. This needs to be fixed. Selkirk Avenue – businesses needed – co-op food store – Chinese restaurant – art gallery and craft store – clean up Selkirk Ave of weeds and garbage. New businesses would give our young adults a chance to gain experience in the work force. It would keep them out of gangs. Training for single parents is also important.
29. Participants will come if you offer food.
30. Engage the community for renewal; Empowerment – training and education. Create opportunities/learning by doing (ex jobs – volunteering)
31. Take away the amount of pharmacies in the area, tear down the derelict houses and rebuild, and NETWORK PEOPLE!!
32. National housing, safety, poverty strategies are required

33. It's great if there are crime prevention programs in place that should help upcoming generations but they also need to see there are repercussions if they choose the wrong path, crime is too much of a revolving door.
34. Establish economic matrix – develop and encourage entrepreneurship, program in local schools; purchase and renovate derelict buildings sell them for cheap rent to businesses; offer incentives
35. NECRC does housing well and is one of the few co-ordinated and successful resources available to people. That can't change.
36. Revitalization of the north end is a HUGE endeavour. There has to be a collective effort not only the community (people) but also with the business owners, organizations and other agencies.
37. Maybe we are trying to be on top of the mountain – before we have found out if it “wants to be climbed”!
38. A very well educated and preferably north-end related staff – someone who knows what's about.
39. Live every day like it's your last
40. More recreation activities and centers will be great
41. Community members need to be invited to attend meetings and have their IDEAS, CONCERNS VOICED to all that are present.
42. Lets all work together it will make life a little bit better a little at a time.
43. Get people working and off welfare. More support for families with addictions. Hire community member to work with police to make streets safer.
44. Youth programs
45. The children are the future.
46. Next survey would be good online! Provide contact # to fax this to, etc.
47. Times change, also people, young and old. Make it a better place to live, grow and so on.
48. Make a big brother and big sister program
49. Keep kids away from drugs
50. More drop in centers, all ages

51. stop violence – get perverts off the streets cause there little kids around the north end that don't like this in our community
52. Target gangs – drugs; keep youth off the streets; weekly news letters from NECRC of events and info.
53. I like the north end, it's very welcoming, more awareness and building recreation, together may help as more further as a culture and a community
54. Native (Indians) people should go to friendliness courses everything is not ugly. Send that to Reserves!
55. Keep up the great work and good luck on changes in the community.
56. Need more help get ID and work shops all over.
57. I think everything needs a lot done.
58. We aboriginals need more help and more programs to build our team skills. We should have more aboriginal youths should be helped or hired so they could keep themselves busy making legitimate money instead they make money by stealing things and selling them on the streets or by selling drugs or robbing people. It's hard for them to find a job.

Things that will make the North End Safer are:

1. "Beat Cops" so that they can get to know community and build trust!
2. What happened to the community patrol in the orange t-shirt/jackets. Community safety guard brings these back.
3. The more people getting involved, it's better
4. More lighting
 - a. More recreation
 - b. Change to federal laws
 - c. Crackdown on unsafe and derelict housing
 - d. More by-law reinforcement
 - e. Get rid of gang houses, etc.
5. Get rid of known gang houses and derelict houses
6. More cultural activities for all nationalities

7. To promote community – participation and capacity building
8. Getting to know your neighbours one example to encourage block parties, welcome wagons, etc.
9. There should be a police station in the NE! Hartford does not provide the presence needed
10. Need police station in North End.
11. Housing rehabilitation – crackdowns on bad landlords = less dilapidated housing = safer neighborhood.
12. More police may result in crime suppression, but does not resolve underlying issues.
13. We need to work on improving relationship with police. Have police walk the beat and be more involved in communities, not just as 911 respondents.
14. Safety plan ie: powerline that is the same across all neighbourhoods
15. What happened to the bear clan that walked the streets?
16. Cameras in certain NE areas
17. More lights on back lanes maybe cameras
18. Education on strategies on safety plans – volunteer crime watch – citizens on patrol
19. We as parents must take or get involved in our children's lives and be leaders for our Future Leaders etc. etc. etc.
20. Will only slow the rate not stop it (greater police presence) – (innovative crime prevention program)-a waste of money – send them to jail
21. City should make an effort to trim the tree branches that prevent the lighting to be more effective.
22. Working together to address safety issues cross sector.

23. This is very important, however it should be classified as image-not safety
24. Good to have plans but if you don't act on them – the are useless!
25. Not just focus Selkirk Ave (it is a start), but other neighborhoods McGregor, etc.
26. Block by block safety connected to a community safety hot line
27. Greater increase in youth programming and employment training – social enterprise.
28. Community not being afraid to stand up for itself, knowing that crime will be dealt with
29. Holistic approach to safety; youth programming ending neighborhood segregation.
30. Community gardens / addiction support for preventative initiatives.
31. Crime prevention through restorative resolution – not a heavy police presence
32. Patrol watch using resources from community (ie. People)
33. More aware police! More street lights! More programs for youth!
34. Cops being more nicer and more friendlier making it easier for the community to approach them. More street lights in the dark areas.
35. No more poverty – break down the source – seal off gang influence
36. Anti-gang programs for school aged children and high school kids
37. Get youth involved in more activities that are in the same range as their interests are.
38. More lights
39. More lights in dark areas – cameras
40. Youth (free) programs

41. Neighborhood apartment blocks become safer with 1) removal of pay phones; 2) increased lighting; 3) surveillance cameras
42. More activities to do so kids will stay away from drugs and crimes
43. Stop violence, cause there lots of little kids around in the north end that don't need this.
44. target crack shacks; target neighborhood gangs
45. friendly policy officers that walk around on foot that do not.....
46. keep family centre open
47. protect the communities
48. north end is very gang related crime area. Having crime prevention programs is a very good idea.
49. I would love to see more pride in the northend and keep it crime free.

Economic development occurs with:

1. I'm glad that Median Credit Union moved here. Demolish all boarded up buildings on Selkirk from Main St. to McPhillips. They're an eye sore. Close down Merchant Hotel and Pizza Direct
2. Yes, it is better because of our people within the community – don't get hired
3. Community needs to recognize the value of business, which is currently doesn't. With Selkirk, Dufferin, Main, etc., we have the potential to be like St. B., Corydon, Osborne, etc,... but we aren't partially because we don't have a thriving business community.
 - a. Kids being taught in school about proper personal money management (maybe offer courses to adults too but since we don't know if parents and guardians will teach kids/teens at home, work it into the required teaching at school)
4. Work towards getting major banks/credit unions back to the area. Courses on teaching people on how to properly manage home – finances (this must include children/teens)

5. More gatherings to get to know the community with the business people
6. Establish a local education centre with Red River or Booth College
7. Stronger information so residents know of opportunities when they arise – jobs, education, etc.
8. Making area safer would attract more businesses
9. Get rid of pawn shops.
10. Keep bank branches (not check-cashing/loan operations)
 - a. Develop a “spend/buy local” campaign. If we would increase our north end spending by 10% (rather than shopping only at the malls and big box stores) it would make a dramatic difference to north end stores and businesses.
11. Businesses working with the community development initiatives, not separately or in opposition to them
12. Better partnering between non-profit and for profit.
13. Idea that I am interested in promoting is a co-op grocery store, where people can have shares in it.
14. Try to petition the hotel, to be in a different part of the community. Why? not more do the other side of the tracks – not be in a poverty area etc. etc. etc.
15. You can't have economic developments when gangs and drugs rule the north end.
16. Newsletters could be used to promote locally owned businesses or incentives to start up a business.
17. Business will increase if you think outside the box – you need private enterprise and not just social services along Selkirk Ave. You are creating a
18. ghetto of social services – enough already!

19. Close down money-marts and pawn shops or set limits on how many there should be in a neighborhood. Encourage private enterprise – think outside the box. Redevelop Selkirk Ave. more businesses – no more schools – no more walk-in clinics – Main St. no more pharmacies on Main St.
20. North End Biz Association linked to the Ambassadors NEXT Program
21. Training and skills development at low/no cost for locals to be employable – even mentorship.
22. Business – non-profit working together.
23. Relationships removal of barriers between local, agencies and business sectors.
24. Giving more opportunities and easier for youth coming out of jails / gang members to work/less judgmental work places. More programs for troubled youth.
25. Very hard work and dedication supplying a product/service that is high quality and keeps people shopping in the North End.
26. More community owned businesses; hiring people to those businesses
27. More supportive people in the community. More understanding of the challenges living in core areas.
28. More drop-ins for adults and children
29. Need more food banks

Increased employment opportunities occur when:

1. PATH Resource Centre needs more space and computers
2. When there are jobs people don't get hired from here
3. Crafts and dancing for the elders

4. People aren't enabled to not need jobs (too much assistance for the wrong people – isn't good – more people in this community could be working if they wanted to – got lots of programs to help those who want to put effort into their future
5. Teach children self motivation and not dependence.
6. There should be more hiring of community residents if they are qualified. This should also be a training priority for them
7. These are important but we have lots of opportunity in the N.E.
8. Dual strategy – create employment and train
9. Job mentoring for youth after commencing employment. Job-tem-bank at drop-ins.
10. Give people education and training so they're able to sustain employment and support themselves and their families
11. Educational/resource centre
12. Businesses stop thinking about the money and help fellow friend, brother peoples
13. Daycare available can't work or take courses unless in place.
14. People need to start being more accountable and need to start helping themselves more.
15. These should not be in the same sentence (opportunities and agencies). I give them each their own number.
16. Larger employment programs like BCMP supported by support programs
17. Social enterprises
18. People are assisted with children/child care, and other aspects – such as support with vulnerabilities (addictions) – when people feel welcome as they are. As is.

19. Available childcare – this creates jobs to have people working in childcare and allows people to go out and work.
20. Have jobs available locally.
21. Incentive to work
22. Apprenticeships!! Learn by doing!!
23. Government assisted hiring is very helpful for training and recruitment
24. Adults – take time to work with kids
25. After school – grade 12 employment help finding a job for people who have finished.

Housing development will be most successful when:

1. But not by Manitoba Housing with community consultation
2. Should more housing for seniors and people with disabilities. The highrise is no good for us
3. We need more things to do like for the elders shopping – etc.
4. By-law enforcement- no slum landlords
5. Pride of ownership is key. Teach people how to purchase a home and maintain the property
6. Maintain and upgrade the houses already in the area
7. More Habitat For Humanity – you become a home owner instead of renting, ownership – pride.
8. Home rental or (ownership) for reliable low income workers and families. Safe living resources esp. for seniors.
9. We need more bylaw enforcement to clean up substandard housing
10. Housing/ Manitoba/government creates ghetto

11. More options for home ownerships definitely important, but ensuring people know what they need to know about owning and operating a home. Ex. Putting money away for repairs or having a program to help them with repairs.
12. No rental housing
13. The government has to keep promises and stop surprising all people.
14. There should perhaps be a list of sub-standard housing being made available to general public again use newsletters
15. Community assisting homeowners improve their homes “think barn raising”.
16. We have too much already. Give some other neighborhoods more rental.
17. This is the most important topic right now!
18. No – we have enough slum landlords – give people a better opportunity to buy a home and not rent. Our by-laws are not enforced.
19. Filling up vacant lots – filling the boarded houses with residents/less chance of arson or damage – no more eyesores to neighborhood
20. Family dwellings for singles
21. Tear down dormant houses/property in area / build new ones.
22. Fed. Gov’t is required to do better job at distributing and allocating tax revenue
23. When the NE has an affordable housing strategy that is supported by all three levels of government.
24. Co-ops – pocket suites
25. Must be affordable to all people!
26. Better landlords that take care of the places they rent out.
27. Check out the slums landlords

28. Need housing for the poor homeless

Inclusive and accessible recreation activities occur when:

1. Better bus service is needed on Selkirk Ave.
2. When there's events no body knows about it
3. We need things to do like get a gardening spot around our own home
4. We have a lot of options available (could still use more sports teams, musical development), but some of what we have isn't advertised at all. Services and reduced pricing for low income at North Centennial a great example. Most people haven't even been to it and don't know about the gym or free swimming, etc.
5. More organized competitive sporting at the community club level.
6. Yes, overall health info is needed once all part of the medicine which is more balanced
7. Seniors would benefit greatly having resource within communities or transportation to activities especially keeping healthy mind and body.
8. There are very few city of Winnipeg leisure program sin the north end. Very sad.
9. More culturally appropriate activities – properly trained rec workers.
10. An overall NE recreation and wellness strategy is developed and implemented
11. I think if we as people start reaching out to the elders and vice versa outh reach out to each other and the parents too, lead some may follow and some may not follow. If nobody reaches out
12. Using all subsectors and sectors to address reaction and wellness.
13. We need quality recreational programming. Quality not just quantity, inclusion and accessibility is fine but if you have poorly managed and inconsistent programming it will fail.

14. Better connections with schools shared resources among communities
15. We are able to personally engage, converse and welcome people to an activity
16. Programmed scheduled sports “free play” is a cop-out that does not hold us accountable or offer skills that are meaningful throughout life.
17. More education on need and benefits of recreation
18. Transportation:
19. Low income people need bus transportation \$
20. I feel the St. John’s library is under utilized and extremely under stocked.
21. Transportation is key as well as allowing opportunities for you to explore outside of the city.

Culture and diversity will truly be celebrated in the North End with:

1. We could have our own Folklorama here in the North End
2. Parents and grand parents have to get involved
3. Celebrate our sameness – we are all humans.
 - a. There are lots of “clubs” in the NE (ie. Hungarian, Ethiopian, etc) involve them ore into the full NE community (ie. Not just a place to gather – get them more involved in the entire NE community)
4. Support the numerous ethnic clubs in the NE and have the clubs help support the areas they are in.
5. Having a NE cultural centre would be great! Having one place central for all activities / programs being posted so that all can know about what’s going on in our community.
6. What I think the women, mothers, grandmothers, the little people have the power for God Creator, Great Spirit. Give it to other for they are the ones produce of life and can bring this change in government providing the men who were they come from and what its for the future. Generations of leaders.

7. You need to celebrate everyone's culture not just aboriginal culture. This has become very lop sided!!!
8. It's also important that there aren't too many vents as you can't expect people to help out at numerous events.
9. A NE "folklorama" where we can learn to appreciate all cultures of the NE. not just the dominate culture.
10. Support for healing and reconciliation
11. It is my feeling that North End residents understand diversity. Perhaps we are not utilizing venues/centres which are already in place.
12. Graffiti workshops
13. Anti-racism in other communities as well as north end. Seems to be very welcoming. However other areas seem to be ignorant.

Overall community development in the North End means:

1. Promote events in North End Times
2. Some of us don't have transportation to go to some of these events and meetings
3. NECRC's role should involve more of helping, encouraging the various groups and residents groups to get together – share ideas, share failures share expenses and time to put together events, etc.
4. People need to take pride in the neighbourhood
5. Volunteers put a huge amount of effort into community development and would have had value as an additional category.
6. Synergy – power in numbers. The RA's need as much support as possible.
7. Reduce "cliques" in residents association through training incentives.
8. Who defines "important"
9. Duh! Huh! Of course!

10. Food security and family support
11. Definitely need more networking
12. Strengthen schools – 2 teachers per class respite services for parents/national local child care strategy.
13. Continually seeking to understand the needs of the residents / locals – understanding the needs by engaging and relationship building.
14. Programming is intergenerational and inter-cultural
15. Like maybe a radio station that plays youth orientated stuff. That represent north side, also a chance for pple’s music to be heard.
16. Resident groups have to take “action” and not just have “meetings”.

Youths definitely need to become more involved as many are being lured into the gang life. We need concrete plans instead of bandages. Youths can help to contribute to their own community by fixing houses and derelict lots/graffiti removal. This can perhaps lead to the possibility of employment thru local businesses/landlords and others. Maybe even lead to them starting up their own business.

A local community center/business hire local youths to research various community organizations and compile a database of what each offers. The youths can then host a community forum or present at the CAC to inform residents of the resource they find.

Hiring local residents – we need to rediscover what assets EIA recipients within our community can lend to an organization. Often times these are marginalized and left out of a community inventory

Rediscover the strength in our community. Everybody has skills or experience. Either formal or informal training. It could be from helping or family member with child care or drug alcohol rehabilitation. Specific trade/maintenance skills building local economic. Shop locally, hire locally. Help by creating an atmosphere that can encourage buying locally.

Monthly newsletters/ads in local papers.

Nice way to word this question – I like it. In general, there’s a lot of funding available for NE development – there needs to be more accountability. NECRC (and other org) needs to be run more like a business – less waste, more accountability of the employees getting paid for full days work, etc. I don’t doubt intentions are all, but really hard work, time well spent, and lots of action is what will really help turn around the North End. Your 7 areas are good. Now, let’s just DO IT!!

Thank you for the opportunity to freely comment. I truly hope there is a lot of action now implemented. I love the NE but there is much important work to be done. I do appreciate NECRC.

Attract young professionals/families to the NE to be homeowners and help rebuild the NE.

Keep up awesome job!!!

Appendix B

Glossary of Terms and Acronyms

Acronyms	Definition
AHI	Affordable Housing Initiative
ALC	Adult Learning Committee
BCMP	Building Construction Maintenance Program
BUILD	Building Urban Industries through Local Development
CAC	Community Advisory Committee
CAHRD	Centre for Aboriginal Human Resource, Inc.
CED	Community Economic Development
CES	Community Enforcement Services
CFSC	Community Financial Services Centre
CHEP	Child Hunger Education Program
CLM	Community-Led Model
CMHC	Canadian Mortgage and Housing Corp.
DOTC	Dakota Ojibway Tribal Council
ED	Executive Director
EDS	Employment Development System Committee
EEC	Employment Exchange Committee
EI	Employment Insurance
EIA	Employment and Income Assistance (social assistance)
EPW	Employment Projects of Winnipeg Inc.
ERP	Emergency Repair Program
ETT	Entrepreneurship, Training and Trade

HASI	Home Adaptations for Seniors' Independence Program
HELP	Homeowner Emergency Loan Program
HH	Habitat for Humanity
HTI	Housing Training Initiative
IC	Immigrant Centre (formerly known as International Centre)
LSP	Lord Selkirk Park
MHA	Manitoba Housing Authority
MHRC	Manitoba Housing Renewal Corporation
MMF	Manitoba Métis Federation
MUNHA	Manitoba Urban Native Housing Association
NA!	Neighborhoods Alive!
NDA	Neighbourhood Development Assistance
NEAP	North End Ambassador Program
NECRC	North End Community Renewal Corporation
NEFSN	North End Food Security Network
NEHP	North End Housing Project
NERI	North End Renewal Incorporation
NEWC	North End Women's Centre
NEWC	North End Wellness Centre
NHA	Neighbourhood Housing Assistance
NRC	Neighbourhood Renewal Corporations
NRF	Neighbourhood Renewal Fund
NRP	Neighbourhood Renewal Plans

OFE	Opportunities for Employment
REES	Reaching E-Quality Employment Services
RRAP	Residential Rehabilitation Assistance Program
RTB	Residential Tenancies Branch
SEED	Supporting Employment & Economic Development
SEG	Storefront Enhancement Grant
SPP	Social Purchasing Portal
TINC	Turtle Island Neighbourhood Centre
TLC	Tenant Landlord Cooperation
WHHI	Winnipeg Housing and Homelessness Initiative
WHRC	Winnipeg Housing and Rehabilitation
WPA	Winnipeg Partnership Agreement
WTC	Winnipeg Transition Centre
YES	Youth Employment Services