REGENT PARK
SOCIAL DEVELOPMENT PLAN

EXECUTIVE SUMMARY

SEPTEMBER 2007

Toronto Community Housing

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REGENT PARK SOCIAL DEVELOPMENT PLAN

INTRODUCTION

After decades of planning and organizing on the part of tenants and stakeholders, Regent Park is being rebuilt as a diverse, mixed-income community in an open and integrated neighbourhood. The redevelopment of Regent Park is a priority for the people who live and work there, but it also reflects a widespread commitment to "city building" and the growth of healthy, sustainable communities across Toronto.

Fifty years ago, Regent Park was designed as a low-income community, composed entirely of social housing and cut off from surrounding neighbourhoods. Despite persistent, innovative work by residents and local service providers, the economic and social marginalization of the community disadvantaged the people who live there. These local barriers, or "neighbourhood effects," have undermined access to employment, success in education, and opportunity for advancement in Regent Park, as they have in other low-income communities across North America.

Redevelopment will open up Regent Park, adding new streets and parks to reconnect it to the surrounding neighbourhood. It will also add additional new housing to draw in new residents with a wider range of incomes, professions, skills, relationships and backgrounds to Regent Park. These changes will add more economic resources, social networks and contact with decision makers to the current community, providing Regent Park residents with tools to improve both the neighbourhood and the opportunities for the people who live there.

From the beginning, improving social conditions has been as critical to the redevelopment as the physical reconstruction. In fact, Regent Park residents have insisted on calling the project the Regent Park Revitalization, to underscore the importance of its social impact.

THE IMPORTANCE OF SOCIAL INCLUSION

Research shows that mixed-income communities can have a positive impact on opportunities and outcomes for residents from all backgrounds. It also shows that successfully achieving that goal depends on a commitment to building social cohesion and social inclusion. When people from different backgrounds connect with each other, they can form engaged and equitable relationships. That makes them more likely to work with their neighbours to make the community as successful as possible and support the success of the people in it.

Research also shows that without interventions, there are often divisions between groups of residents in new mixed-income communities based on income, ethnicity, age, ability and length of stay in the community. Those divisions separate residents, create conflicting interests and often result in their working at cross-purposes. Socially inclusive neighbourhoods are the best guard against that kind of divided and self-defeating community.

The Regent Park Social Development Plan provides a guide to building a successful, cohesive and inclusive community in Regent Park throughout the process of redevelopment and in the years that follow.

THE PLAN DEVELOPMENT PROCESS

Just as the redevelopment of Regent Park required a development plan, the revitalization of Regent Park requires a Social Development Plan to guide its social development and promote social inclusion as a key ingredient in the success of the community. The City of Toronto and Toronto Community Housing recognized that both plans were necessary for a project of this significance. Regent Park was not identified as one of the 13 "priority communities" under the "Toronto Strong Neighbourhoods Strategy" because it does not meet the criteria regarding a relative lack of community services and facilities. However, the current revitalization process provides a new focus on Regent Park and the community-building initiatives that will strengthen the community, and this makes the initiative a priority for the City of Toronto.

The Social Development Plan has been informed by an inclusive process centered on extensive consultation and engagement with stakeholders. A Core Committee of community agency leaders, City staff and Toronto Community Housing staff has provided ongoing direction to the creation of the plan. Participants in the Core Committee have carried out consultations with community members, boards of directors of local agencies, community agency staff, parents' councils, faith groups, local businesses, grassroots groups, disabled residents and serv-

ice providers, harm-reduction workers, people with addictions, homeless people, neighbouring communities, youth, city staff, and institutions such as schools and child welfare.

The process also drew on previous studies and consultations, including the Regent Park Neighbourhood Initiative Community Plan (2006), the Community Services and Facilities Study (2004), the Regent Park Employment, Skills, and Economic Development Study (2005), the Strategy for the Provision of Community Services (2005) and the Open Spaces Report (2004).

The Social Development Plan process for Regent Park is the first neighbourhood-based plan of this kind in the City of Toronto. The process, and the structures and mechanisms developed through it, can provide a model to guide other large-scale revitalization efforts and redevelopments in Toronto. The Regent Park experience provides lessons that can be used to support revitalization in other Toronto communities.

THE CONTENT OF THE SOCIAL DEVELOPMENT PLAN

The Social Development Plan is composed of three major components:

SECTION I: REDEVELOPMENT CONTEXT

This section reviews the context in which the redevelopment is taking place and includes:

- A chapter on the Social Development Plan's role in the redevelopment.
- A chapter exploring the history of Regent Park and how that history shaped the social and physical makeup of the community.
- A chapter exploring the demographics of Regent Park and outlining the implications of the current demographic mix.
- A chapter outlining the redevelopment process.
- A chapter exploring the impact of redevelopment on demographics in Regent Park and the implications of the new demographic mix.

SECTION II: RESEARCH ON SOCIAL INCLUSION

This section outlines research on social inclusion, including best practices in other jurisdictions and primary research and interviews with residents in Regent Park and in nearby communities. This section identifies effective approaches to social inclusion and social development that can serve as a guide to appropriate practice in Regent Park.

SECTION III: STRATEGIES FOR SOCIAL INCLUSION

This section identifies options and opportunities for building social inclusion and social development in Regent Park. This section includes:

- A chapter on approaches to increasing social inclusion through processes that promote informal social connections.
- A chapter on governance models that support social inclusion and integrate different demographic groups.
- A chapter on community services, which outlines ways the service infrastructure can support social inclusion and facilitate the transition to a revitalized Regent Park.
- A chapter on community facilities, which outlines the significance of facilities in supporting social inclusion and strategies for developing the necessary facilities.
- A chapter on strategies for obtaining the necessary resources to support the work of community service providers in promoting social inclusion.
- A chapter on schools and their role in promoting social inclusion.
- A chapter on employment and economic development, describing strategies for improving employment and economic development programs.
- A chapter on long-term change management, which outlines how ongoing efforts to monitor and adjust the Social Development Plan will function during the transition to a revitalized Regent Park.

Taken together, these three parts provide an understanding of the Regent Park community before redevelopment, an understanding of best practices in developing mixed-income communities, and an outline of the opportunities for a successful transition to a revitalized Regent Park.

1. SOCIAL INCLUSION IS CENTRAL TO THE MISSION OF RENEWING REGENT PARK

Research and the experience of community development efforts in other jurisdictions point to the critical importance of social inclusion. Social inclusion is also a widely shared priority for Regent Park residents and for the middle-income homeowners who are likely to buy new homes in Regent Park. Social inclusion is widely supported because it is recognized as an almost indispensable mechanism for ensuring the benefits of revitalization and the success of a mixed-income community. Social inclusion facilitates the creation of a balanced, equitable community where people from all backgrounds feel they have a stake in the success of the neighbourhood and of their neighbours. As a result, it is the best approach for mobilizing community assets to overcome the social isolation of Regent Park and to reduce the "neighbourhood effects" that restrict the opportunities of Regent Park residents.

RECOMMENDATION 1.

Stakeholders in Regent Park should place high priority on social inclusion as an objective in all aspects of the work of revitalization, because it allows the diverse assets in the neighbourhood to be applied effectively to the shared needs of the community.

NEIGHBOURHOOD EFFECTS

Research shows outcomes for individuals are affected by the neighbourhoods they live in. People in disadvantaged neighbourhoods face lower outcomes in health, employment, income and education.

SOCIAL COHESION

Social cohesion is developed when community members from different backgrounds get to know each other through informal social contact. Social cohesion creates opportunities for different groups to relate, engage and communicate. Social cohesion contributes to a community's capacity for social inclusion.

SOCIAL INCLUSION

A community that values and respects the needs and priorities of all its members is considered "inclusive." Social inclusion contributes to the quality of life of individuals and improves the health of the population by ensuring that the full range of needs in the community get attention.

2. SOCIAL INCLUSION IS AIDED BY CASUAL SOCIAL ACTIVITIES

2.1 COMMUNITY ACTIVITIES THAT SUPPORT COHESION

Research on other communities and interviews with residents in the East Downtown show that informal activities, such as community events and casual gatherings that attract residents from all socio-economic backgrounds, are among the most effective tools in knitting a diverse community together and building bridges to neighbouring communities. Regent Park has a long history of events such as the Regent Park Film Festival, South Asian History Month activities, Black History Month activities, and Sunday in the Park, that provide ideal settings for this form of engagement. As part of its revitalization, Regent Park has the opportunity to use these assets to bring people from all backgrounds and from adjoining neighbourhoods together in Regent Park to build a less isolated, more inclusive community.

RECOMMENDATION 2.

Local social service agencies, in partnership with Toronto Community Housing, the City of Toronto and interested individuals, will continue wherever possible to develop activities that appeal to a broad range of residents across income, tenure and ethnicity.

RECOMMENDATION 3.

These programs and activities will, where appropriate, be promoted broadly across the East Downtown to encourage participation from and integration with neighbouring communities.

RECOMMENDATION 4.

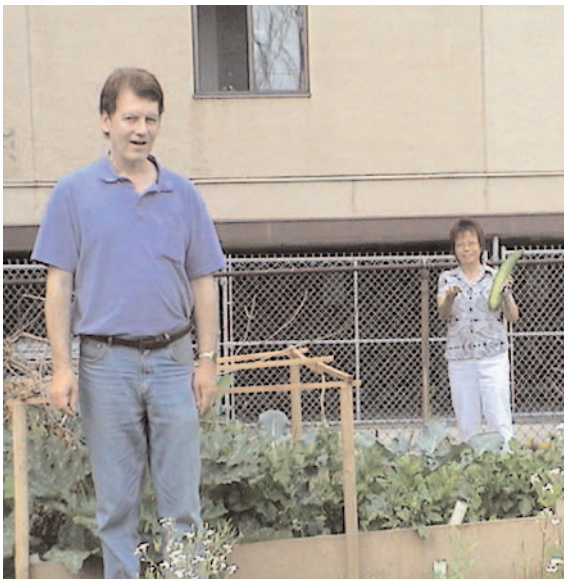
Stakeholders will make an effort to identify and support the acquisition of the new resources needed to support this programming wherever possible.

2.2 COMMUNITY GARDENS

Research and experience shows that community gardens play a unique and beneficial role in mixed income communities. Community gardens are attractive to different income groups and the shared experience of preparing soil, tending plants and harvesting, creates a setting where differences in backgrounds are less visible. Residents of Regent Park have also developed a unique role for gardening through the “Peace Garden”. The Peace Garden is a memorial flower garden for people killed in Regent Park. It was created and is tended by community leaders in Regent Park, with the involvement of youth who are at risk of becoming involved in crime and violence. It demonstrates both a commitment to a healthy community and a type of shared activity that helps to build a healthier community.

With the permission of Toronto Community Housing, and the contribution of organization and support staff by local service providers, gardens are able to play their valuable role in

the Regent Park community. There is increasing demand for community garden space which offers valuable new opportunities to build social inclusion through engagement of people from different backgrounds.



All landholders and community service providers within Regent Park should be encouraged to work collaboratively with the community to identify opportunities for community gardens. This collaboration should also discuss models for the management of community gardens and criteria for the allocation of community garden space.

RECOMMENDATION 5.

The Parks Forestry and Recreation Division of the City of Toronto should consider opportunities for including community gardens within the development of new park space, and discuss the issue of community gardens, including the Peace Garden, in their public consultation on the development of new park space.

RECOMMENDATION 6.

Toronto Community Housing and local community service providers will continue to work with Regent Park tenants at a local level to create opportunities, where possible, for gardening and food production in new buildings, which may include spaces in courtyards and balconies and on rooftops.

2.3 CULTURAL COMMUNITIES

Cultural communities play a valuable role in building social inclusion. By linking people who share a culture but may be divided by income or tenure, cultural groups can bridge some of the divides in mixed-income communities and help to create more inclusive, better-integrated neighbourhoods. The integrating role of ethno-cultural communities can be facilitated by creating accessible, affordable space for cultural activities. An Arts and Cultures Centre, for example, could provide a venue for cultural groups in Regent Park to hold celebrations and other activities.

The impact of cultural communities is increased when newcomers in the community are linked to the cultural infrastructure as early as possible. Programs that welcome new residents to the community in culturally appropriate ways help in this effort. Toronto Community Housing currently has orientation processes for new residents. Cultural communities, the Regent Park Neighbourhood Initiative (RPNI) and local service providers could develop complementary processes to enhance the efforts of Toronto Community Housing.

RECOMMENDATION 7.

Toronto Community Housing, the City of Toronto and local agencies will investigate, wherever possible, opportunities for creating space that can support the integrating role of cultural communities.

RECOMMENDATION 8.

Community service providers, cultural groups and RPNI will work together in consultation with Toronto Community Housing to develop a welcoming system that augments the orientation processes already in place at Toronto Community Housing and builds on the inclusive capacity of cultural communities.

2.4 GRASSROOTS GROUPS

Small, ethno-specific grassroots groups in Regent Park provide support to members of their own cultural communities. These informal, tenant-driven organizations often develop in response to identified unmet needs in the community. Though they are small, and often have limited funding and structure, they play a key role in building connections with cultural groups in Regent Park.

RECOMMENDATION 9.

Toronto Community Housing will continue to work with and support these tenant-driven grassroots projects, with the goal of making a positive contribution to the overall improvement of community health. In addition, where appropriate, Toronto Community Housing will work with tenants and tenant-driven grassroots projects to develop organizational capacity and to access resources to support overall community health.

RECOMMENDATION 10.

Where appropriate, RPNI, local service agencies and the City will continue to work with and support grassroots groups in capacity building and continue to find ways to ensure the participation of these groups in community planning and decision-making structures.

2.5 FAITH GROUPS

Faith groups also play an effective role in social inclusion by connecting people who share beliefs but come from different income or cultural groups. The capacity of faith groups to play that role depends on their ability to host faith-based events within the community. Limitations on space create a barrier to those activities. Furthermore, some community space does not accommodate the needs of the cultural and faith groups or enable residents to feel welcome and comfortable. The cultural diversity of Regent Park requires a range of considerations to ensure that the space available to the community reflects the needs of the cultural and faith groups.

RECOMMENDATION 11.

The design of community space operated by the City of Toronto should include the cultural values of faith groups and ethno-cultural groups as a consideration. For example, recreational facilities should accommodate the need of Muslim women to have a degree of privacy when engaged in recreational activities; meeting space should be free of iconography that would be distressing to local groups; and multi-purpose space should be designed to accommodate use as worship space where appropriate.

2.6 SOCIAL INCLUSION IS AIDED BY ACCESS TO FACILITIES

The informal, casual interactions that are critical to the development of social cohesion are facilitated by the availability of affordable, accessible venues where those interactions can occur. Little community space is currently available in Regent Park. Residential amenity space is also limited. Various types of housing units and basement spaces have been converted into multi-use space for use by social service agencies and tenant-driven community groups to provide both formal and informal services and programming. The redevelopment will include the reconstruction of those spaces, which offers opportunities to improve and expand on that space but will also require relocation during the reconstruction period.

RECOMMENDATION 12.

Toronto Community Housing will continue to work with social service agencies who use facilities affected by the redevelopment and are listed in Strategy for the Provision of Community Services (2005) to find temporary replacement space in Regent Park and assist, where possible and appropriate, in securing permanent space. Toronto Community Housing will provide this support for service providers through the space allocation process outlined in Recommendations 37-42.

RECOMMENDATION 13.

The shortage of program space can also be addressed by using the new amenity space created through the redevelopment of Toronto Community Housing rental buildings, subject to the restrictions outlined in Recommendation 43.

2.7 PHYSICAL DESIGN ENCOURAGES INCLUSIVE COMMUNITIES

Mixed-income communities are more successful when social inclusion is supported by physical design features that encourage social mixing. Pedestrian-friendly design with well-designed pathways and carefully placed entrances increase social mixing among different groups. Building designs that minimize any visible distinction between rental housing and privately owned housing help all residents feel that they are part of the same community. Attention to details that promote safety and security in public spaces make people feel more at ease and welcome in public places. Working to sustain clean, well-maintained public spaces and buildings supports the perception of safety and security and increases people's commitment and attachment to their neighbourhood.

The Regent Park redevelopment provides an opportunity to redesign all areas of the community to address these issues. The Regent Park Urban Design Guidelines (2005) provide a comprehensive approach to promoting architectural and urban design excellence that encourages pedestrian-friendly, animated streets with an active street life that supports social mixing. These guidelines are supported and reinforced by the Development Context Plan (2005) and the Regent Park Secondary Plan (2005). Ongoing efforts to include social inclusion as an underlying objective of physical planning will enhance the success of the new community.

2.8 INCLUSION OF PUBLIC ART IN REVITALIZATION

Public art programs have been central to successful development and revitalization projects across North America. Toronto Culture's public artwork commissioning process is designed to promote a public art program which engages the local community at critical steps in the development of a project. Ensuring a high calibre program for Regent Park will enhance the character and vibrancy of its open spaces for both residents and people who work in and visit the area. The Regent Park Revitalization Public Art Plan identifies key sites throughout the development at which significant public artworks could be commissioned to create focal points, gathering places and anchors within the Regent Park area.

Regent Park stakeholders, including Toronto Community Housing and the City of Toronto will continue to use the Regent Park Revitalization Public Art Plan to ensure that the public realm includes an art program that fosters creative and social interaction.

RECOMMENDATION 14.

Toronto Community Housing will continue to use the Regent Park Urban Design Guidelines to ensure that the redeveloped

Regent Park looks and feels integrated and provides safe, pedestrian-friendly environments, including spaces for cultural and recreational interaction, and will continue to treat social inclusion as one of the key objectives of physical design.
Regent Park stakeholders, including Toronto Community Housing and the City of Toronto will continue to use the Regent Park Revitalization Public Art Plan to ensure that the public realm includes an art program that fosters creative and social interaction.

RECOMMENDATION 15.

All Regent Park stakeholders, including Toronto Community Housing, the City of Toronto and local service providers, will take responsibility for maintaining and improving their properties at a high standard in order to increase the sense of safety and comfort all residents feel in the community, and will support, wherever possible, initiatives that enhance the physical appearance of Regent Park.

2.9 COMMUNITY SAFETY

Research on community building, and interviews with current and potential Regent Park residents, reinforce the need to work throughout the development process to create a community that is both safe and perceived as safe. That sense of safety affects everything from the decision to live in Regent Park to the decision to use local facilities, interact with neighbours and be inclusive toward local residents from different backgrounds.

To address this issue, mechanisms need to be put in place to support the visible indicators of safety that research shows are effective. For example, streets and public spaces should be designed with safety in mind, because blind alleyways, unlit places and ambiguous public spaces lead to fear and uncertainty among residents. Similarly, positive and engaged relations between police and the community increase a sense of safety, whereas an overassertive or intrusive police presence tends to diminish confidence, particularly in marginalized groups. Research also points out that people who perceive fewer “incivilities” (for example, graffiti, garbage or broken windows) in their neighbourhood have a lower fear of crime and a higher sense of their ability to have a positive effect on their surroundings. Studies in Chicago show that people from all income, tenure and cultural groups tend to be more attached to their neighbourhoods when incivilities are reduced and their sense of safety is increased.

Mechanisms that give people a sense of control over their own safety through preventive measures best reflect the approach indicated in the research, whereas reactive models that are dependent wholly upon increased policing tend to be less consistently effective in creating a sense of security. Harm-reduction efforts, which help people in crisis to manage their own role in the safety and security of the community, can also reduce incivilities. The Toronto Drug Use Strategy is an example of this approach.

RECOMMENDATION 16.

All stakeholders recognize the need to address safety issues through ongoing support for proactive safety strategies such as good design, well-lit and well-maintained public spaces,

opportunities for active community engagement, positive police-community relations, crime prevention strategies, youth engagement initiatives, and harm reduction. Stakeholders will work with each other wherever possible to develop and expand those efforts.

3. COMMUNITY ASSOCIATIONS AND GOVERNANCE

3.1 COMMUNITY ASSOCIATIONS ENGAGE AND CONNECT RESIDENTS

Community associations can be very effective at engaging residents, linking them together, developing common agendas and solving problems. This joint decision-making process is one of the most effective tools for building the equitable, balanced relationships that are critical to social inclusion. Consequently, community associations and other governance mechanisms play a critical role in the success of mixed-income communities and should be supported by all stakeholders.

3.2 NEW GOVERNANCE MECHANISMS MUST RESPECT EXISTING ONES

The development of community associations in Regent Park must respect the structures already in place. Regent Park has a Tenant Council representing Toronto Community Housing tenants, which operates under the Tenant Participation System established and managed by Toronto Community Housing, and whose regular council elections occur next in 2009. Regent Park also has a neighbourhood association in the form of the Regent Park Neighbourhood Initiative (RPNI). Efforts to expand governance mechanisms to engage new homeowners should be built around those established bodies and should involve them in the development of any new systems. The creation of new or expanded governance systems should also reflect the priorities, goals, practices and issues of Regent Park tenants and homeowners and be flexible enough to adjust to the changing roles and changing relationships within Regent Park.

RECOMMENDATION 17.

New governance structures will build on the existing structures, including the Tenant Council and RPNI.

RPNI, already positioned to convene the neighbourhood association for Regent Park, will continue to play a leadership role in facilitating the development of new community governance structures. These structures should:

- Respect the need for homeowners and renters to have primacy in their own buildings.
- Enable tenants and homeowners to raise the issues that matter to them.
- Allow tenants and homeowners and others in the Regent Park community opportunities to work together on matters of shared concern.
- Establish mechanisms for encouraging homeowners and tenants to participate.

Tenant Councils are an integral part of Toronto Community Housing's Tenant Participation System. They facilitate tenant involvement and engagement in their local communities, Toronto Community Housing and the broader community. Tenant representatives will continue to:

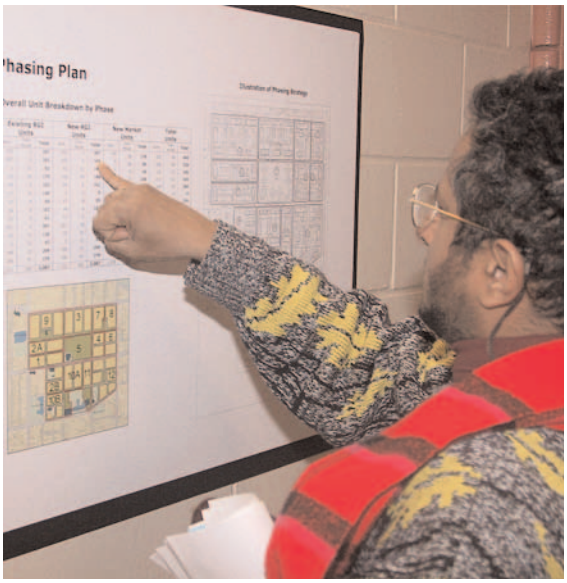
- Advocate for the interests of tenants and participate with management in the local decision-making process.
- Develop links within the community to community organizations, social clubs, advocacy organizations and other civic groups.
- Actively participate in local neighbourhood associations and broader-based stakeholder groups.

RECOMMENDATION 18.

The Tenant Council in Regent Park will work with Toronto Community Housing to explore any changes to the governance systems in Regent Park and any modifications required to the Tenant Participation System. This process should be informed by the Social Development Plan and should be initiated early enough to allow all parties the opportunity for a smooth transition by the 2009 Tenant Council elections.

3.3 ENGAGING HOMEOWNERS IS CHALLENGING BUT ACHIEVABLE

Effective new governance models must also engage new homeowners. Opportunities to improve their community, increase their comfort and enhance their property values have inherent benefits to homeowners. There are community governance structures that have active participation by homeowners in the Old Primrose Lane development next to Regent Park and in the Gooderham and Worts and St. Lawrence neighbourhoods in the East Downtown. However, barriers to engagement in collective community structures still remain. Efforts to reach out to new homeowners, promote the benefits of participation in the community structures and develop those structures in ways that remain attractive to all participants will be required.



3.4 GOVERNANCE MODELS MUST BE STRONG AND ACTIVE BUT FLEXIBLE

Research indicates that neighbourhood associations that can play rule-setting and dispute-resolution roles are very effective systems for establishing harmony within a community. Research shows that there is support for open, fair and democratic rule-setting mechanisms from residents of all backgrounds.

Tenants and homeowners express a strong desire to have control over their own buildings and not be at risk of being outvoted on matters that affect the comfort and security of their homes. Governance systems should bring together the whole neighbourhood but should also enable individual buildings to make independent choices.

There are models for neighbourhood associations that meet the above criteria, including the St. Lawrence Neighbourhood Association near Regent Park. These models can serve as an effective basis for developing an appropriate governance system for Regent Park.

RECOMMENDATION 19.

RPNI will continue to perform its function as a residents' association for Regent Park, convening regular open forums on important local issues. As a democratic institution in Regent Park, RPNI is led by a publicly elected board open to all residents wishing to join and operates with a mandate to serve as the voice of the community. It promotes a healthy community that is inclusive, diverse, respectful and welcoming.

RECOMMENDATION 20.

In developing new governance systems, residents should take into account the success of models such as the St. Lawrence Neighbourhood Association and the significance of issues raised in the research, such as the ability of governance systems to set rules and resolve conflicts.

RECOMMENDATION 21.

Toronto Community Housing, RPNI and local service providers will explore opportunities to reach out and inform new and returning residents about the benefits of local governance structures and will develop ways to ensure active representation from the full range of communities that will make up the revitalized Regent Park.

3.5 MARGINALIZED GROUPS REQUIRE SUPPORT

For a governance system to work well in Regent Park, however, the relationship among the participants needs to be balanced and equitable. People will need more experience in public speaking, as formal meetings and organization will often dominate structures of this kind. Tenants and other marginalized groups will require opportunities to develop new skills and supports to enable them to play their role in a governance mechanism on a level playing field. Local service providers and RPNI are well positioned to provide supports of this kind, but will require new resources to make this possible.

RECOMMENDATION 22.

Toronto Community Housing will continue to support tenants' engagement by providing skills-development opportunities for tenants. Toronto Community Housing will work with RPNI and local service providers to support additional skills development and efforts to ensure equitable participation of the Tenant Council in any new governance structures.

RECOMMENDATION 23.

During the transition to any new governance system, RPNI (as the local neighbourhood association) and Toronto Community Housing (as the support mechanism for the Tenant Council) will work closely to coordinate their efforts to ensure coherent planning, where appropriate.

RECOMMENDATION 24.

Toronto Community Housing is committed to ensuring that its tenants, community partners and neighbours remain well informed about the redevelopment project. Toronto Community Housing will continue to employ best practices to achieve community awareness and involvement, which will be promoted by providing appropriate information in timely and effective ways to all segments of the community.

4. LOCAL SERVICES AND COMMUNITY-BASED AGENCIES

4.1 INSTITUTIONS AND AGENCIES CAN PLAY A KEY ROLE IN PROMOTING SOCIAL INCLUSION

Although informal connections are critical to building social cohesion and form the basis for social inclusion, formal service providers play a central role in promoting and facilitating those interactions. Service providers host many community activities that can provide good opportunities to develop social cohesion as people from different backgrounds meet and engage with each other. In some cases, service providers are advocates for marginalized people and can support the balanced relationships that mark social inclusion by providing marginalized people with supports and assistance to help level the playing field. Currently, however, building social cohesion and social inclusion is not a prominent objective of service providers. In particular, locally based agencies focus on delivering direct service to low-income residents and providing immediate supports to people in distressed circumstances. Social cohesion and social inclusion require a broadened scope of work, including activities specifically designed to connect tenants with homeowners and give marginalized people an equitable place within new social networks.

4.2 AGENCIES FACE BARRIERS TO SUPPORTING SOCIAL INCLUSION

Facilitating social inclusion is a challenging task. The service infrastructure in Regent Park is already taxed by an overwhelming workload, tight funding and a shortage of appropriate service space. There will also be challenges in attracting new residents who expect attractive state-of-the-art facilities and services suited to their needs. Service providers also face challenges in meeting the needs of existing residents. In short, there are more demands for service than can be met. Many ethno-cultural groups are disconnected from the service system due to language barriers and cultural barriers. Many residents also withdraw from local services due to concerns about safety. Overcoming these barriers will not be a simple task, but it will be critical to the success of the community.

4.3 BARRIERS ARE SIGNIFICANT BUT NOT INSURMOUNTABLE

Community-based agencies have been progressively addressing the barriers to promoting social cohesion and social inclusion. Working with Toronto Community Housing, they have made use of underused spaces to add more services. Working with cultural communities, grassroots groups and community animators, they have drawn on local residents to reach new demographic and linguistic populations. They have made changes to their physical space and to their operating policies to help increase the perception of safety and overcome the negative stereotypes about Regent Park. But these efforts will have to be built upon in order to meet the scope of the task facing Regent Park. If Regent Park service providers are to play an important role in creating an inclusive and cohesive community, they will need innovative approaches and new resources.

What is required is a significant adjustment, including a careful review of mandates, operating styles, locations, structures and coordination. Service providers have overwhelmingly embraced that daunting change and are engaged, collectively and individually, in the transition required to play their new and expanded role in the community. These changes will benefit existing underserved populations as well as the revitalized community as a whole and are a key ingredient in the success of Regent Park. But these changes will not occur without resources to support innovation and the transition to a revitalized Regent Park.

RECOMMENDATION 25.

Services providers will, wherever possible, consider the promotion of social inclusion as a key consideration in program design and planning.

RECOMMENDATION 26.

In an effort to promote social integration and social cohesion in the new community, service providers will engage, where appropriate, in broader outreach and in an expansion of the scope of community activities and will plan specific programs and activities to attract a variety of income groups.

RECOMMENDATION 27.

Broader outreach and diversified service approaches will include, where possible, reaching out to current Regent Park residents who are disengaged from the service infrastructure and to new residents of Regent Park who are purchasing homes through revitalization, as well as to residents of nearby neighbourhoods. This outreach can be achieved through the strategies outlined in Recommendations 28 and 29.

RECOMMENDATION 28.

Agencies will, where possible, make the most of growing opportunities to reach existing underserved communities by:

- Expanding efforts to connect to disengaged communities by using approaches such as hiring ethno-specific outreach workers, developing pools of translated materials and arranging on-site interpretation on request.
- Continuing to work with grassroots service providers to help them expand their capacity to meet the needs of their target populations.
- Sharing space and administrative infrastructure with grassroots service providers and sharing in efforts to attract disengaged communities to the services both types of organizations offer.
- Working with grassroots groups to identify and address cultural barriers to accessing local services and to help disengaged residents locate the correct service.
- Combining multilingual service infrastructure for several agencies in one shared location.
- Ensuring that facilities are culturally appropriate for local cultural and religious groups.
- Ensuring that facilities are designed with safety in mind and look and feel safe and comfortable to residents.
- Optimizing the visibility and accessibility of services.

RECOMMENDATION 29.

Service providers will, where possible, make an effort to attract new residents and residents from nearby neighbourhoods by:

- Expanding popular programs with broad appeal, such as sports, fitness programs, swimming, and early childhood education.
- Broadening outreach and promotion efforts to diverse income groups and beyond the boundaries of the old Regent Park.
- Ensuring that facilities look and feel safe and comfortable.
- Optimizing the visibility and accessibility of services.

- Creating and coordinating programming for popular facilities that attract a broad range of diverse users (such as service hubs, an arts and cultural centre, the aquatic centre, the community centre or childcare spaces) at the earliest opportunity, in order to maximize the ability of new residents to develop attachments to local services from the beginning of their stay in the neighbourhood.

4.4 MARGINALIZED GROUPS MAY REQUIRE SPECIAL SUPPORTS

Service providers also play an important role in promoting balanced and equitable relationships among the diverse groups in Regent Park, and facilitating their joint participation in the mixed social networks that make up an inclusive community.

In some cases, this means that service providers need to offer specific supports to disadvantaged and marginalized people to help them participate in shared programs and activities and to connect more successfully to the broader community.

Service planning should balance the effort to engage new, middle-income residents with the need to ensure that access to service within mixed-income programs is available for lower-income families. Research shows that Regent Park residents are eager for mixed-income programs but are equally eager to ensure equitable access to services and are willing to support specific mechanisms such as set-asides in order to ensure this access.

Service planning should also recognize that some residents of Regent Park face significant barriers such as addictions and mental health issues, and harm-reduction efforts will be critical in enabling them to participate in the community.

RECOMMENDATION 30.

Regent Park service providers should find ways to ensure that services are appropriately distributed by reserving spaces in services for low-income, vulnerable or marginalized participants as necessary and appropriate.

RECOMMENDATION 31.

Agencies can help residents who are facing serious challenges or who are in distress or crisis to coexist successfully with their neighbours by providing programs such as harm reduction, housing for homeless people, supports for at-risk youth, and initiatives to improve relations between law enforcement and local residents. These programs should continue and expand in a coordinated way in order to address the potential for increased sensitivity and friction as the community diversifies.

4.5 SERVICE PLANNING IS IMPORTANT DURING THE TRANSITION TO REVITALIZATION

If service providers are going to diversify services, systematically expand outreach efforts and increase their visibility, they will need to make careful and coordinated plans. They will

also need coordinated plans in order to increase the success of marginalized people in gaining and maintaining access to the services they need. Regent Park service providers have already begun the work of interagency planning, coordination and service integration by establishing forums and identifying key elements of the planning process. Agency leaders are exploring coordinated service planning, coordinated service delivery, shared facilities and a host of other innovations that can help make the service infrastructure of Regent Park more effective in its changing context. The continuation of that work will be critical to the success of the revitalization process.

RECOMMENDATION 32.

Service providers in Regent Park will continue to work together, where appropriate, to plan the service changes needed for the transition to a revitalized Regent Park, including:

- Coordinated planning of services that support social inclusion and engage new residents with existing residents.
- Coordinated efforts to continue to improve services to marginalized residents currently living in Regent Park.
- Coordinated efforts to explore new service models that can better serve a revitalized Regent Park.
- Locating services in shared facilities or hubs, where appropriate, in order to increase the visibility of the service infrastructure.
- Integrating informal services such as grassroots groups into shared service sites or hubs, where appropriate, in order to increase the visibility of services among marginalized ethno-cultural groups in Regent Park.
- Using shared facilities as a mechanism for sharing much-needed resources such as multilingual interpretation and ethno-specific outreach workers and administrative infrastructure.
- Using shared facilities as an opportunity to provide services through new collaborative models.

RECOMMENDATION 33.

Agencies will need to act quickly on these changes in order to be fully prepared to participate in larger planning exercises with Toronto Community Housing as tenants begin to return to Regent Park and new residents move in.

RECOMMENDATION 34.

Toronto Community Housing and the City of Toronto should explore the possibility of making continued commitments to the moderate resource needs generated by this planning process.

RECOMMENDATION 35.

Interagency coordination and integration will, where appropriate, include the grassroots groups to ensure that they have access to the support they need to play the most effective role they can within the community service system in the new Regent Park. RPNI will work with community stakeholders to facilitate this process and to secure the resources required for this work to continue.

RECOMMENDATION 36.

Stakeholders will work together wherever possible, sharing information openly and in a timely way in order to facilitate a well-informed and effective planning process.

5. FACILITIES

5.1 THE PLANNING AND REPLACEMENT OF FACILITIES WILL AFFECT REVITALIZATION

The capacity of local service providers to play their role in fostering social inclusion is in part dependent on their access to facilities in which they can play that role. Space is difficult to acquire in Regent Park and has been one of the factors limiting the growth of services.

Some community services are housed in Toronto Community Housing buildings in Regent Park and will be rebuilt as part of the revitalization. Redevelopment plans provide for the replacement of the facilities scheduled for demolition, as indicated in the Strategy for the Provision of Community Services (2005). Processes for allocating new facility space are being put in place. Plans provide for the replacement of facilities prior to demolition, though unanticipated disruptions in the development schedule have required temporary relocations to interim space in some cases.

The redevelopment also creates opportunities for new service space to be built, and an aquatic centre has already been planned by the City. However, few service organizations currently have the means to fund the construction of new space as the redevelopment proceeds. Service providers would need time to secure donors and raise funds to participate in new construction.

As identified in the Community Facilities Strategy, Toronto Community Housing is committed to working with existing social services agencies and organizations to replace existing service space and, where possible, to expand that space to meet programming needs.

Toronto Community Housing is committed to a process that is clear and provides sufficient time for agencies and organizations to identify their needs and to respond to opportunities. Because of the nature of the Regent Park development process, firm, fixed plans for facility development over the long term are difficult to provide. Toronto Community Housing has instead developed a process enabling agencies that wish to deliver service in newly constructed buildings in Regent Park to gain access to those facilities on a phase-by-phase basis. Toronto Community Housing will provide more than one year's notice of the opportunity to seek new space and will give top priority for new space to any service provider that is displaced by the reconstruction of their current facilities.

RECOMMENDATION 37.

Toronto Community Housing will provide for replacement space for services in Regent Park by implementing the space allocation processes outlined in the Social Development Plan, which includes:

- Providing a Request for Expression of Interest (EOI) process in order to seek proposals from social service agencies and organizations that have an interest in delivering services and programs in Regent Park.
- Outlining:
  - The opportunities for conventional space.
  - The opportunities for purpose-built space.
  - The potential locations of available space.
  - The anticipated timing of the development process.
- Granting priority to proposals from agencies and organizations that are immediately impacted by the subsequent phase of development.
- Granting secondary priority to proposals from agencies and organizations whose access to space will be impacted by a subsequent phase of redevelopment.
- Granting priority to proposals that meet important objectives of the redevelopment process, including co-locations, increased visibility and reduced barriers.

RECOMMENDATION 38.

To ensure that space allocations focus resources on service providers with the capacity to deliver needed services, service providers seeking space in new buildings in Regent Park will be required to provide information on the proposed use of the space and the proposed space requirements, along with a business plan that identifies the approach to sustain ongoing operating costs.

RECOMMENDATION 39.

While the redevelopment schedule is flexible and must be able to respond to changing conditions, Toronto Community Housing will make every effort to work with agencies that require replacement program space one year before the commencement of demolition and will set a six-month target for the selection process. This timing will give agencies and organizations more than three years' notice prior to occupancy of the new space, thereby providing a reasonable amount of time to coordinate with funding cycles should additional funding be required to support the new location.

RECOMMENDATION 40.

In the situation where a social service agency not currently providing services in Regent Park approaches Toronto Community Housing with a proposal to lease commercial space to provide programming, Toronto Community Housing will adhere to the principles outlined in Recommendations 37-39. New service providers seeking space will be required to provide information regarding the proposed use of the space and the proposed space requirements, along with a business plan that identifies the approach to sustain ongoing operating costs.

RECOMMENDATION 41.

The goals of the Social Development Plan will provide guidance to Toronto Community Housing during their review of proposals. Though Toronto Community Housing is seeking input on space allocation priorities, they retain the right to make final decisions about all leases on Toronto Community Housing property.

RECOMMENDATION 42.

Toronto Community Housing will continue to work with agencies and organizations developing space-use proposals, in order to provide information to assist service providers in assessing cost requirements and factors influencing space costs.

RECOMMENDATION 43.

Service providers should explore the use of amenities space within the confines of Toronto Community Housing's Use of Common Space Policy. This policy permits the rental of amenity space-subject to approval by Toronto Community Housing staff-at rental rates that are at the discretion of the Tenant Council, provided that basic assurances such as insurance are in place and that the programs continue to meet with the approval of the Tenant Council.

5.2 OTHER VENUES

Facility planning will benefit from the efforts of service providers to work toward long-term plans for their space needs and their active participation in the space planning processes.

Facility planning in Regent Park will also benefit from clear plans for community space from the City of Toronto and the Toronto District School Board. The City and School Board are in the process of reviewing space-use policies, including policies governing access to space and providing programs in low-income communities at no charge. It is not clear how this review will affect affordability and access.

Commercial settings are another category of sites where interaction among local residents can occur and can facilitate social cohesion. In the Gooderham and Worts development near Regent Park, the opening of a coffee shop helped to link local residents together and to build casual connections. Local drugstores, banking services, dry cleaners and other widely used services are facilities that are also useful in developing social cohesion. Ethno-specific shopping opportunities can also serve this function if the facilities offer a "boutique" setting that appeals to a wide variety of potential shoppers, who may be initially unfamiliar with the products but attracted to new cultural opportunities. Promoting and facilitating the development of these types of commercial developments enhances the health of the community and should be a consideration in the planning of commercial strips in Regent Park.

RECOMMENDATION 44.

The City should be strongly encouraged to ensure that the policies resulting from their current space-use review on the part of the Parks, Forestry and Recreation Division allow for continued affordable access to space and programs in Regent Park.

RECOMMENDATION 45.

The City of Toronto should provide up-to-date accounts of its plans for service facilities in Regent Park, such as the Aquatic Centre, the Regent Park Recreation Centre expansion, child care facilities, an Employment and Enterprise Hub and any other facilities currently planned. These plans should include the size and function of any planned facilities and, where possible, the approximate timeline for development.

RECOMMENDATION 46.

Toronto Community Housing will consider, where appropriate, the impact of commercial developments on social cohesion when planning commercial space in Regent Park.

6. FUNDING FOR COMMUNITY SERVICE FACILITIES

The full Social Development Plan outlines many of the challenges stakeholders have identified as affecting their capacity to accommodate change. Among these is the need for stable funding to maintain existing programming and to support the new operational costs necessary for the expansion of programs. Social services agencies have cited this challenge in the past regarding their efforts to address the diverse needs of newcomers' groups arriving in Regent Park over the last 20 years. Committing resources to community development and social inclusion is extremely valuable to a community, but it is not easily funded. Current funding models and allocation processes make it difficult to obtain funds for or commit funds to this type of activity. It is equally difficult, under current funding models, to obtain funding for transitional activities such as service integration and the expansion of collaborative processes. Funders willing to accommodate, promote or support these models as pilot projects will be critical to the success of the effort.

Service providers will need to pursue a wide range of funding sources in order to meet the challenge of building social inclusion in a revitalized Regent Park. Those funding sources should reflect the changing circumstances in Regent Park. New middle-income residents will have modest resources. Once they have joined the community, they can contribute to the expansion of local services through charitable contributions and user fees. The fundraising appeal of Regent Park may grow with the redevelopment and with the profile of the innovative approaches to social inclusion being pursued.

Research shows that social inclusion can reduce the negative impact of neighbourhood effects. This, in turn, may reduce demand on federally and provincially funded programs such as Employment Insurance, Ontario Works, health care and some settlement services. The other orders of governments, as beneficiaries of the redevelopment, have a stake in ensuring that there are sufficient resources to achieve the goals of revitalization.

The success of revitalization will depend on the ability of stakeholders to make effective use of all of these approaches to resourcing in order to support the transition to a socially inclusive, mixed-income community in Regent Park.

RECOMMENDATION 47.

A funding strategy will be developed by RPNI, with the assistance of the City of Toronto, Toronto Community Housing and community agencies, to secure new resources necessary to enable RPNI to expand its governance functions to support the new governance process.

RECOMMENDATION 48.

The City of Toronto and Toronto Community Housing will work with local service providers, where appropriate, to promote plans and appeals to governmental and non-governmental funders and to assist in convening funders to build momentum in fundraising campaigns.

RECOMMENDATION 49.

Expanded fundraising efforts should be one element of the service improvement process. Fundraising drives with concrete, permanent outcomes, such as a "building drive" for capital costs, often appeal more to donors than funding non-capital items. There are many such opportunities in the new Regent Park and these capital drives should become part of the fundraising process.

RECOMMENDATION 50.

Community-based agencies in Regent Park will identify appropriate circumstances for making some services, especially popular sports, fitness programs, swimming, and child care services, accessible to people from middle- and upper-income groups on a user-pay basis, charging fees that can help to support service expansion.

RECOMMENDATION 51.

Regent Park service providers will identify mechanisms for ensuring that services are appropriately distributed across income groups (for example, by reserving spaces for key target groups as necessary) and for retaining the current level of service affordability for lower-income families (for example, by offering free access to families with lower incomes).

RECOMMENDATION 52.

Regent Park service providers should develop a case for support of the innovative models that the revitalization will require them to develop, including:

- Developing the collaborative models and interagency structures that support coordinated and integrated work across the community.
- Piloting collaborative service delivery in key areas.
- Piloting mixed-income service models, including hub models.
- Testing mixed-income service mechanisms, including non-stigmatizing user fees and reserved placements.
- The costs of transition processes, including relocation costs, site improvements, staff training and program development.
- Supporting the development of skills and capacities for leadership in community governance models.

RECOMMENDATION 53.

Regent Park service providers and all stakeholders should work together to gain the commitment of key funders who are willing to look beyond current funding restrictions and support the new initiatives under way in Regent Park as valuable new efforts for interagency coordination and neighbourhood-based community development.

RECOMMENDATION 54.

Governments are also critical stakeholders and significant beneficiaries of the Regent Park redevelopment process and should develop their collective strategy for identifying and fulfilling their respective roles, including their role as funders and facilitators of the process, as outlined in Section 9.4.

7. SCHOOLS

7.1 SCHOOLS ARE CENTRAL TO SOCIAL INCLUSION

Schools are one of the few institutions in the community that can reach the majority of households. This allows them exceptional opportunities to link together people from many different backgrounds and to connect social networks throughout the neighbourhood. Schools also have a considerable amount of space that is well designed for community activities. Schools can be a pivotal institution in building social inclusion and research supports the significance of their role.

7.2 SCHOOL MANDATES AND FUNDING CAN AFFECT THEIR ROLE

Current funding formulas and government mandates can restrict the role of schools in social inclusion by limiting access to affordable school space for community activities. One Regent Park school was recently assigned Inner City Model School status, with community outreach capacity intended to support the whole community. The Toronto District School Board is also reviewing its space-use policies in general and its space allocation in Regent Park in particular. These developments could help offset some of the constraints on school mandates and help them to play a strong role in building social inclusion. Nonetheless, the role of local schools remains somewhat undefined at this stage. Establishing clear policies on how the schools will support the revitalization of Regent Park will help in planning efforts.

7.3 SCHOOLS WILL REQUIRE A STRATEGY TO ADDRESS CHANGES IN THE COMMUNITY

Schools play their most effective role in social inclusion when they attract families from many different backgrounds and engage them in many different ways. Past experience shows that both tenants and homeowners tend to withdraw from the local schools if they have concerns about the schools' ability to provide a good education in a safe environment.

Maintaining schools in a state of good repair, showing a commitment to quality education, demonstrating stability, and addressing circumstances that could undermine people's impression of their safety are key elements of promoting participation in local schools.

7.4 SCHOOLS NEED TO ATTRACT PARTICIPATION

Adequate childcare facilities and space for community activities also contributes significantly to the ability of local schools to attract participation from local families and to engage them. Providing these school-based opportunities helps parents to become familiar with area schools and fosters casual social interactions among local parents. Hosting community activities also helps make the school a hub of local activity to which many people are connected.

RECOMMENDATION 55.

The Toronto District School Board (TDSB) and Toronto Catholic District School Board (TCDSB) should be asked to identify the amount of community access to local schools they can accommodate during the redevelopment period.

RECOMMENDATION 56.

The TDSB should be strongly encouraged to ensure that the policies resulting from their current space-use reviews allow for continued affordable access to space in Regent Park.

RECOMMENDATION 57.

The series of relocations that accompany the demolition of units in Regent Park could cause enrolments to fluctuate in specific TDSB schools with small catchment areas. The TDSB should review enrolment numbers annually to ensure that there is stable staffing in Regent Park schools during the enrolment fluctuations that could accompany the relocation and the redevelopment period.

RECOMMENDATION 58.

The TDSB and TCDSB should review capital plans to ensure that, wherever possible, improvements to local Regent Park schools are completed as early as possible in the redevelopment in order to build the confidence of new residents in the quality of local schools. Maintenance of school properties in Regent Park should be a priority in school budgeting.

RECOMMENDATION 59.

Local schools and their boards should be encouraged to provide space on site for childcare facilities wherever possible.

RECOMMENDATION 60.

Local schools should continue to work with parents, community groups, informal grassroots groups and social service agencies to stay open in the evenings for community activities that involve students, parents and the broader community. Wherever possible, local schools should be encouraged to provide space that is accessible and affordable to accommodate community activities.

RECOMMENDATION 61.

Local schools and their boards should be encouraged to continue to build on the body of best practices and internal policies to foster broad engagement in the schools, including:
• Providing broad culturally and linguistically appropriate outreach to parents.
• Ensuring that meetings provide childcare, interpretation and food.
• Providing education and orientation activities for parents regarding parents' councils and how parents can become involved.
• Playing mediating roles where necessary to foster social harmony among community residents from diverse social, cultural and racial backgrounds.

RECOMMENDATION 62.

The complex and broad role that schools can and should play in social inclusion will require a systematic planning process as outlined in Section 9.2.5.

8. EMPLOYMENT AND ECONOMIC DEVELOPMENT

The current provision of employment and training services in Regent Park is characterized by fragmentation and a lack of coordination. There are few opportunities for tenants to develop locally-based business opportunities and despite the fact that many work, employment is typically in low-paying, precarious jobs, with receipt of social assistance and other income supports comparatively high. In addition, individuals frequently note a lack of information about employment and other services.
Overcoming these challenges is a complex task that will require coordinated effort by multiple stakeholders over considerable time. The revitalization of Regent Park, however, provides an unprecedented opportunity to address these issues and to transform employment services by acting in the short-term and building for the long-term.

Drawing on place-based and comprehensive strategies, the Employment Services Plan outlines a new approach which will immediately enhance services to individuals and employers and over-time develop a more accessible and better coordinated delivery system.

Collectively, these efforts will help to connect unemployed and underemployed residents with employment and training opportunities in Regent Park and beyond.

RECOMMENDATION 63.

Key stakeholders, including residents' organizations, community agencies, employers and the Federal and Provincial Governments, endorse the concepts and strategies incorporated in the Employment Services Plan, in particular that:

- The City of Toronto lead planning and management of employment services and supports, in collaboration with community stakeholders, for Regent Park;
- Federal and Provincial Governments work with The City of Toronto to ensure that the employment services and job skills programs that they oversee are accessible and have sufficient capacity to meet the needs of Regent Park residents;
- An employment service task force is created which will advise the development of an employment, training and enterprise hub for Regent Park; and
- Stakeholders commit to an inclusive community planning process which enables residents/service users to participate fully in the employment service task force.

RECOMMENDATION 64.

To ensure that the proposed Employment Services Plan delivers the maximum benefit anticipated for local residents, stakeholders, particularly funders, commit to ongoing evaluation and learning with the aim of:

- Informing and adjusting the plan as it evolves; and
- Addressing key issues such as the most appropriate scale of delivery (i.e., what area can be realistically served while maintaining overall goals and service quality).

RECOMMENDATION 65.

The City and Toronto Community Housing, in collaboration with other stakeholders, will continue to advocate for a range of broader policy changes that are necessary to address barriers to sustainable employment for Regent Park residents, as well as all residents of Toronto.

RECOMMENDATION 66.

In implementing the plan the task force must ensure that residents/service users receive maximum benefit from the revitalization through:

- A continued commitment to local hiring/participation for the employment and training opportunities made available; and
- A commitment to support local businesses and social enterprises through actions such as preferred vendor bidding when applicable.

9. CHANGE MANAGEMENT

Redevelopment will occur over a 15-year period. No plan can take into account all of the changes and opportunities that will occur over that time. An effective Social Development Plan must be able to adjust to unexpected development over time and manage change at each stage of the redevelopment.

The partners involved in implementing the Social Development Plan will need to evaluate both the progress of implementation and the changing circumstances and revise the Plan accordingly. All stakeholders should consider how changing circumstances affect short-term opportunities and challenges, as well as evolving longer term changes.

To accomplish this, the Social Development Plan should engage stakeholders in regular joint review of the progress of activities taking place under the Social Development Plan. These reviews should enable each stakeholder to make adjustments to accommodate changes in short-term opportunities and challenges, as well as emerging issues that affect longer-term plans. These reviews will be successful only if they also ensure open and timely communication so that each stakeholder can make plans in the context of up-to-date information about all partners' plans.

Regular review of the Social Development Plan should include frequent meetings among people whose roles in Regent Park are connected. For example, service providers should meet regularly with each other at an established service providers' working group, grassroots groups should meet regularly, and City staff should meet regularly. This process allows the members frequent opportunities to jointly identify changes that affect their work.

The change management process should also allow stakeholders with very different

roles to meet together at regular intervals to explore how the work each group does affects others. These meetings should also be used to ensure that stakeholders are jointly using their capacity to communicate with residents to ensure ongoing, up-to-date communication about the progress of the redevelopment and other relevant issues.

The relationship between the stakeholders is depicted in the Relational Map below. Each organization participating in the Regent Park revitalization is an autonomous, independent body. The change management process can only function if it recognizes those facts and serves as a forum for discussion, not as a body that attempts to govern the activities of organizations involved in the redevelopment. Participation in these structures would be voluntary and each participant could use the forum to exchange ideas, improve communication and explore issues, but not to constrain their partners and fellow stakeholders.

Change management includes changes in how governments address the changing and emerging circumstances in Regent Park. Officials from all three orders of government and Toronto Community Housing continue to meet regularly, as part of a Regent Park Intergovernmental Steering Committee, to monitor the progress of the redevelopment.

Governments currently make the largest investment in services to people in Regent Park so it is essential that the three orders of government maintain and enhance the delivery of services to the residents of Regent Park. Recent work on the creation of an employment, training and enterprise hub reflects the increased commitment to inter-governmental co-operation necessary for the successful social development of Regent Park. The three orders of government will enhance existing cooperation efforts and work closely with other stakeholders on the development a "Social Investment Charter" to help guide current and future social investments to serve the residents and community of Regent Park.

RECOMMENDATION 67.

Stakeholders who share common roles and perspectives in supporting social development and social cohesion in Regent Park will meet regularly. These stakeholder groups should include:

- A Community-Based Service Planning Table should be established to link service providers in a coordinated service planning process, as outlined in Section 9.2.1.
- A Grassroots Development Network should continue to meet to link grassroots groups in Regent Park and support their growth and development, as outlined in Section 9.2.2.
- A Project Management Team for City Services should continue to coordinate City services in Regent Park, as outlined in Section 9.2.3.
- An Employment and Enterprise Task Force should be established to advise on the development of an employment hub in Regent Park and analyze employment program needs, as outlined in Section 9.2.4.
- A Regent Park School Planning Table should be established to link schools in planning policies that support social inclusion, such as space use, community outreach and managing transitions, as outlined in Section 9.2.5.
- The Regent Park Neighbourhood Initiative should continue to coordinate social planning and community representation in Regent Park, as outlined in Section 9.2.6.

RECOMMENDATION 68.

A Social Development Plan Stakeholders' Table will be established to bring together all of the stakeholder groups described in Section 9.3. The Stakeholders' Table will meet quarterly to provide a general forum for members of different stakeholder groups to share ideas and address issues that affect the social development of Regent Park across sectors, as outlined in Section 9.3.

RECOMMENDATION 69.

The Social Development Plan Stakeholders' Table will operate as a consultative body rather than a decision-making body. It should function as a forum for sharing information, seeking input, identifying issues, considering opportunities, resolving problems and coordinating action voluntarily. The participants in the Social Development Plan Stakeholders' Table should identify how their activities impact on the Social Development Plan and identify emerging issues that could affect the success of social inclusion efforts. Each participating stakeholder group retains its autonomy and independent authority. Issues that arise can be dealt with by the Stakeholders' Table, referred to the other member tables, or referred to working groups struck to address the issues.

RECOMMENDATION 70.

The Stakeholders' Table will hold review meetings on a semi-annual basis to assess the impact of the last phase of redevelopment on the social development of Regent Park as well as to explore plans for upcoming phases and assess their impact on social development. The review meetings will be synchronized with the planning stage of each phase of redevelopment.

RECOMMENDATION 71.

The Social Development Plan Stakeholders' Table should also be responsible for administering the Social Development Plan as a whole, monitoring its own functions, and identifying changes that should be made to the Social Development Plan and its own operations.

RECOMMENDATION 72.

Stakeholders will, wherever possible, work together through the Social Development Plan Stakeholders' Table and other mechanisms to ensure open and timely communication about ongoing development and emerging issues.

RECOMMENDATION 73.

The three orders of government should, in consultation and co-operation with existing stakeholders, develop a "Social Investment Charter" which outlines the principles for ongoing co-operation and helps to guide current and future social investments to serve the residents and community of Regent Park.

RECOMMENDATION 74.

Stakeholders will work together wherever possible to develop effective, efficient, broad-reaching communication strategies to ensure that residents have access to up-to-date information. RPNI will work to arrange regular update meetings for residents as necessary in order to create consistent opportunities for residents to obtain accurate information about ongoing developments and emerging issues.

RECOMMENDATION 75.

The Social Development Plan Stakeholders' Table will be convened by the City and RPNI by the end of 2007 and will address matters including clarifying proposed membership, communications processes, work plans, funding strategies and other issues required to convene this body and its subsidiary tables.

Taken together, these recommendations form the Social Development Plan - with a shared agenda and an implementation strategy to move forward in building a Regent Park that is socially inclusive.

10. CONCLUSION

The Social Development Plan provides the Regent Park community and the organizations and institutions that serve and support it with the means to make a successful transition to a revitalized, mixed-income community. The structures and processes outlined here enable all segments of the community to be connected through cohesive and inclusive social networks. A revitalized Regent Park will be better able to mobilize the full range of community resources for the benefit of the neighbourhood as a whole and provide Regent Park residents with the scope of assets they need to succeed both as a community and as individuals.