

CRESCENT VALLEY NEIGHBOURHOOD REVITALIZATION

“I think the community needs to come back together as a whole, as one. The school needs to be involved. You live where you live not always by choice but because of circumstances ...because of where we live, people have given us a label”.

Resident of Crescent Valley



A MAN'S HOMELAND IS WHEREVER HE PROSPERS.
ARISTOPHANES (450 – 388 BC)



TABLE OF CONTENTS

Statistical Note	5
Highlights	6
1. Executive Summary	7
1.1 Overview	7
1.2 Issues: Demographics	8
Social	9
Neighbourhood Layout, Design and Landscape	9
1.3 Strengths	10
1.4 Opportunities	10
2. Proposal for Crescent Valley Revitalization: Development of A Master Plan	11
3. Background	12
3.1 Area and Context	12
3.2 Demographics and Labour Force	13
3.2.1 Characteristics of Poverty	15
4. Physical Environment	16
4.1 Housing	17
4.1.1 The Housing Market	19
4.2 The Landscape	20
5. The Social Environment	22
5.1 Crime	24
5.2 Community and Leisure Services	25
6. Conclusion	26
7. Appendices	
7.1 Statistics Canada: Data Charts	27
7.2 Crime Statistics	29
7.3 Crescent Valley Planning Committee: Survey & Background	30
7.4 CMHC Rifle Range Regeneration Costs	41

TABLE OF CONTENTS

7. Appendices Continued

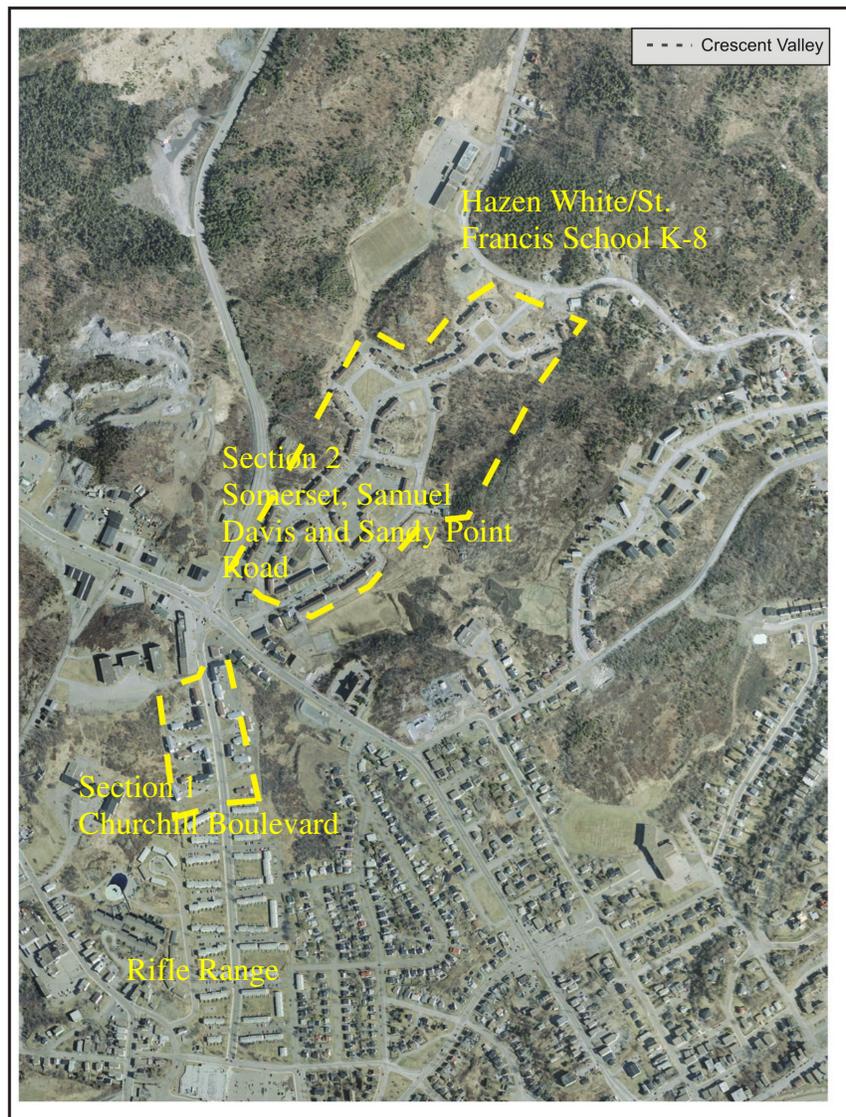
7.5 CMHC Rental Market Survey	42
7.5.1 Private Apartment Vacancy Rate	42
7.5.2 Average Market Rents by Zone & Bedroom Type	42
7.5.3 Number Private Apartment Units Vacant And Universe	42
7.5.4 Private Apartment Vacancy Rate by Rent Range and Bedroom Type	43
7.5.5 Number Private Apartment Units by Year Of Construction	43
7.6 The Story Tent Program	44
7.7 Canadian Examples of Neighbourhood Revitalization And Revitalization Strategies	47
7.8 Crescent Valley Planning Committee: Terms of Reference	50

Statistical Note

Crescent Valley is located within four DA's which contain neighbourhoods beyond Crescent Valley (DA's 114, 115, 117 and 118). The inclusion of these residential developments and middle income households dilute the statistics for the Crescent Valley Public Housing Project. DA 118 (MacLaren Drive) is within the heart of the Crescent Valley Project and is a true representation of the neighbourhood's socio-economic situation.

For the purpose of this report:

- Averages stated for Crescent Valley are a composite of the four DA's unless otherwise noted.
- The Crescent Valley Project will be referred to as Section 1 and Section 2
Section 1 includes: 88 units on Churchill Boulevard, just north of the Rifle Range
Section 2 includes: 300 units along Somerset Street, Samuel Davis Drive and Sandy Point Road.



Source: City of Saint John Planning and Development Department – GIS Data

HIGHLIGHTS CRESCENT VALLEY NEIGHBOURHOOD

Source: 2001 Census, Statistics Canada

Rank among major Canadian urban areas, the Saint John CMA, in incidence of poverty among Lone Parent Families	1 st
Percentage of families headed by a single mother in the City of Saint John	20.3%
Percentage of families headed by a single mother in the area near MacLaren Boulevard (DA 118)	62.9%
Percentage of Saint Johners under the age of 14	29.2%
Percentage of residents near MacLaren Boulevard (DA 118) under the age of 14	53.7%
Amount of every dollar spent in the City of Saint John that originates from	
- government transfer payment:	17.6 cents
- employment income:	69.9 cents
Amount of every dollar spent in Census DA 118, the heart of the Crescent Valley that originates from:	
- government transfer payment:	62.3 cents
- employment income	36.7 cents
Percentage of City's Population (total Crescent Valley neighbourhood)	3%
Percentage of City's Annual Government Transfer Payments (total Crescent Valley neighbourhood):	16%
Percentage of Saint John residents who fall below Statistics Canada's Low-Income Cut-Off (LICO)	24.5%
The percentage of individuals who fall below LICO before a neighbourhood is considered to be very high poverty and under significant stress	40%
The percentage of individuals who fall below LICO near Churchill Boulevard (Section 1 of Crescent Valley)	56.5%
The percentage of individuals who fall below LICO near MacLaren Boulevard (Section 2 of Crescent Valley)	78.5%
Of the 5 poorest Census Areas in the City of Saint John, the number that is found in Crescent Valley (A third census area falls just outside Crescent Valley)	2

Source: Statistics Canada

1. EXECUTIVE SUMMARY

1.1 Overview

The Crescent Valley Planning Committee (Appendix 7.8) is committed to work toward the revitalization of the Crescent Valley Public Housing Project. Its focus is to address issues of deteriorating housing quality, crime, long-term unemployment and socio-economic factors common to poverty in order to create a healthy, sustainable and safe residential community with strong links to surrounding neighbourhoods and amenities.

The Planning Committee is comprised of individuals representing Municipal, Provincial and Federal Government delegates and politicians, non-profit organizations, the Business Community Anti-Poverty Initiative (BCAPI), Vibrant Communities Saint John, and community members experienced in neighbourhood-based project for change. The Committee's vision is that revitalization of Crescent Valley will be based on a comprehensive approach to the physical space, built environment as well as human services so as to enhance opportunities for a more dignified, safer, healthier and happier community.

The majority of the 388 units are at least 50 years old.

Built post-war, between 1949 and 1956, Crescent Valley is a 388 unit public housing project owned and managed by the Province of New Brunswick. It is a residential development with no incorporated employment, retail or commercial uses.

Located in the North End of the City of Saint John, the project covers 11.14 developed hectares, is sited in two locations and divided by a 4-lane arterial. For the purpose of this report, the two locations will be referred to as Section 1 and Section 2:

Section 1: The 88 units on Churchill Boulevard sit in the back yard of the federally revitalized Rifle Range market housing project, also on Churchill Boulevard.

Section 2: The remaining 300 units are located in an isolated valley with the 4 lane arterial of Somerset Street to the south, the 4 lane arterial of Samuel Davis Drive to the east, the 2 lane Sandy Point Road to the north and rocky terrain to the west.

Designed to address the needs of low-income individuals and families, Crescent Valley targets only to the lowest-income households, thus resulting in a high concentration of poor and disadvantaged. Part of Crescent Valley is poorly located and isolated.

The project covers approximately 11.14 hectares and is home to an estimated 1,018* people, mainly single mothers and their children. There are 618 children living within the Crescent Valley project.

The average annual income of \$20,000 comes mainly from Government Transfer Payments.

Crescent Valley has the highest Incidence of Low Income in the City: 68%

The Incidence of Low Income is 68% (avg.) and the highest in the City. The percentage of low income that signals a neighbourhood in stress is 40%.

High poverty and crime levels coupled with low levels of income and employment make Crescent Valley a highly vulnerable community where the probability of repeating of the cycle of poverty is high.

The Saint John CMA, along side Winnipeg and Montreal, houses a large portion of its poorest citizens in very high poverty neighbourhoods.

The unit interiors, while functional, are dated. Conditions of the exteriors vary. The Province is cognisant of the need for exterior upgrading ranging from energy efficiency items to general maintenance and repairs. It has repaired some roofs and is currently upgrading electrical wiring.

Poverty and Plenty - A Statistical Snapshot of the Quality of Life in Greater Saint John

1.2 Issues

Concerns within the Crescent Valley Public Housing Project go beyond the necessity of upgrading the structures. Issues contributing to the necessity for immediate action include:

A. Demographics

- High concentration of poor in one location
- High concentration of single mothers and children
- Low education levels
- Low participation rates
- Large dependence on Government Transfer Payments
- High incidence of low income

** Population figures from Family and Community Services as of January 2006*

B. Social

- Low life skills due to lack of education and work experience
- Existence of two separate groups within the community; the Tenant Association Members and the Non Members
- General lack of life experience beyond current situation and neighbourhood
- Fear of taking the steps necessary to move out of poverty and subsidized housing
- Pressure of living in a mono-culture of poverty
- Higher than average crime rate
- Potential closure of the neighbourhood's elementary school

C. Neighbourhood Layout, Design and Landscape

- Located in the North End where road construction has disconnected neighbourhoods from one another and, combined with the aging and deteriorating housing stock, has weakened communities
- Neighbourhood layout follows a meandering cluster layout, however, its proportion and scale creates an awkwardness within sections of the development
- The Project is physically divided into two separate neighbourhoods
- Section 1 is bound by 4-lane arterials, one commercially developed and the other vacant and expensive-to-develop rocky terrain, at the top of which exists another public housing project (Anglin Drive)
- It sits isolated from other neighbourhoods
- Wide streets, substandard sidewalks, lack of landscaping and undeveloped open spaces contribute to a feeling of a barren landscape
- Lack of focal points, meeting places or play areas for children, youth and families
- Back yards are mainly either asphalt or abut rocky terrain
- Back entry design provide easy access for break and entries
- The Province of New Brunswick estimates that \$54,000 per unit, or \$21 million, is required to address basic upgrading for all 388 units but would

not address the socio-economic or urban planning issues. While revitalization costs are unknown at this time, a benchmark of \$120,000 per unit or \$46.5 million would be required to build 388 new units and recreate the landscape.

1.3 Strengths

- Resident commitment to improving their community
- Intervention programs aimed at improving literacy
- Initiatives to engage residents in on-going sporting and social events
- Recreational infrastructure exists
- Awareness of governments and the business community and their commitment to improving the community
- The location of the 88 Churchill Boulevard units in relation to the Rifle Range market housing neighbourhood
- Proximity to the hospital and university (3 km)
- Daily amenities in close proximity (1 km)

1.4 Opportunities

- Available City land adjacent to Crescent Valley for additional housing development, if deemed appropriate
- Increase density and availability of affordable housing
- Strengthen existing and create needed human and social development services
- Movement into market housing of those residents who feel themselves ready
- Possible Pilot Project for the revitalization of public housing in a small city

The Master Plan must offer a comprehensive strategy. It must retain the current number of rent-geared-to-income units and incorporate a variety of initiatives to build and invest in human capital and housing alternatives to transform Crescent Valley into a vibrant and integrated community of Saint John.

2.0 PROPOSAL FOR CRESECENT VALLEY REVITALIZATION: DEVELOPMENT OF A MASTER PLAN

Economically challenged communities disproportionately bear the social and economic burden of unemployment, business failure, family stress, crime, substance abuse, deteriorating housing and poor health (Loewen and LePage 2003).

The scale of issues with the Crescent Valley Public Housing Project requires in-depth analysis, consultation with residents and a comprehensive strategy. A critical examination and a full analysis of revitalization options in addition to identifying programs that assist individuals to become independent would begin the transition of this neighbourhood.

Therefore, we recommend:

1. Money be allocated to fund the development of a Master Plan by Professional Consultants who preferably have demonstrated experience in Public Housing redevelopment;
2. Money be allocated for the hiring of legal, technical and financial consultants for the development of a Request for Proposal*, if necessary**;
3. Money be allocated to facilitate the first stage of Urban Revitalization within the Crescent Valley neighbourhood *as identified within the completed Master Plan*; and
4. Money is allocated to *immediately* begin addressing the human and social needs of children, youth and adults as identified by the comprehensive community survey administered in January 2006 (see Appendices 7.3).

* RFP: The formal mechanism by which a company conveys its business requirements. Or in the case of government issuing a new contract or grant program, an RFP is sent to agencies that it believes may be qualified to participate. An RFP lists project specifications and application procedures.

** An RFP will be necessary depending on the approach and scale of revitalization and based on the recommendations of the Consultant.

3. BACKGROUND

3.1 The Area and Context

Crescent Valley Public Housing Project consists of 388 subsidized apartment units and is home to about 1,018 people (618 children) over an area of about 11.14 hectares.

The Project area is zoned RM-1, medium density. Density in both Sections is at the maximum allowed within the zoning by-law of 35 units per net residential hectare.

The Crescent Valley Public Housing Project, owned and managed by the Province of New Brunswick, is located in the North End of Saint John, about 3km from the Uptown Core and 3km from the University of New Brunswick and the Regional Hospital. Major road systems, commercial, institutional and industrial land uses surround and fracture the project. The rocky topography challenges potential expansion and establishing connections between communities.

Various neighbourhoods of the North End have suffered a weakening of their community as a consequence of severing roadways, an exodus of retail and business, aging and deteriorating housing stock and an immigration of the poor, drugs and crime. The Old North End, a once prosperous ship building area of the City, recently concluded a 5 day Charrette to concentrate efforts in re-structuring this historic City neighbourhood. Crescent Valley and the Old North End neighbourhoods lie within a kilometre of each other.

The majority of the units were built post-war, between 1949 and 1956. All are occupied by low income families who meet provincial criteria for subsidized housing. Designed solely as a residential and self-contained neighbourhood, there are few current linkages or reference to surrounding neighbourhoods.

Originally, MacLaren Boulevard, which runs through the centre of Section 2, was the thoroughfare linking Somerset Street to Sandy Point Road, and while not a heavily traveled, it did carry non-resident traffic moving through the community. Today, traffic circumvents Crescent Valley via Samuel Davis Drive (constructed in the early 1980's).

The Project is divided in two parcels:

- 88 units on Churchill Boulevard anchoring the CMHC Rifle Range Veterans Project, Section 1.

- 300 units situated on a separate piece of land, Section 2.

Section 1 of Crescent Valley sits between Rifle Range to the south, a small strip mall and major intersection to the north and rocky terrain to the east. Also to the south, and within walking distance, is a well developed mall that includes grocery, drug and department stores, and other amenities. It is on a bus route.

Located in the back yard of the CMHC 180 unit retrofitted Rifle Range Project (Appendices 7.4), the Churchill Boulevard units are a natural extension of this market housing neighbourhood. However, the difference between the two communities is unmistakable given the state of the housing and open spaces.

Population in this section totals 303 with 189 children, representing 62 percent of the total.

Section 2 of Crescent Valley holds 300 apartment units. It is bound by the 4-lane commercial arterial of Somerset Street to the south, the undeveloped 4-lane arterial of Samuel David Drive to the east, and mainly uninhabited two-lane Sandy Point Road to the north. Rocky terrain creates the western edge. This portion of Crescent Valley sits in isolation of any other housing development. It is surrounded by institutional and commercial uses including a police station, churches and, within the project area, a branch of the Canadian Royal Legion and the local animal shelter and its incinerator.

Population in this section totals 815 with 429 children, representing 53 percent of the total.

3.2 Demographics and Labour Force

The 2001 Census population for the Crescent Valley area totals 2,108* with 575 census families. Of these, about 51% are lone-parent families of which close to 93% are headed by a lone female. Children total 845 and represent 41% of the total population.

	Churchill Blvd.	MacLaren Blvd.	Saint John City
Single Mother %	30.2%	62.9%	20.3%
Children %	26.5%	53.7%	29.2%

The male to female split within Crescent Valley is 40% to 60%, compared to the City's ratio of 47% to 53%.

Those 15 years and older total 1,445 with only about 38% actively participating in the labour force, below the Saint John average of 60%.

	Churchill Blvd.	MacLaren Blvd.	Saint John City
Participation Rate%	31.7%	45.3%	60.2%

** Census Data includes neighbourhoods outside of the Crescent Valley Housing Project.*

A neighbourhood is considered at risk when 40% of its population falls below the poverty line: Community strength is jeopardized and potential of repeating cycle of poverty is strengthened.

The incidence of low income in the MacLaren section of Crescent Valley stands at an alarming 78% well beyond that considered dangerous. The pressures present in this neighbourhood are further evidenced in the above average crime statistics and below average education and income levels.

	Churchill Blvd.	MacLaren Blvd.	Saint John City
Incidence Low Income	53.50%	78.50%	24.50%

The median annual income in Crescent Valley is about \$20,000, below the City of Saint John average of \$35,336. Along with the Old North End, Waterloo Street District and the Deep South End, Crescent Valley is one of Saint John's poorest neighbourhoods.

An average of 50% of those 15 years and older do not have a high school graduation certificate, symptomatic of the 54% rate of households receiving income from Government transfer payments.

	Churchill Blvd.	MacLaren Blvd.	Saint John City
No High School	52.3%	42.5%	31.5%

About 60% of residents are non-movers and many have lived in the Project their entire lives. This low level of outbound movement toward improved housing in mixed income neighbourhoods may be indicative that the socio-economic conditions have not improved for the majority of tenants.

3.2.1 Characteristics of Poverty

The Statistics Canada Report, *To What Extent Are Canadians Exposed to Low Income?* (Morissette and Drolet, April 2000) report that Canadians are more susceptible to persistent low-income when they live with:

- A Main Income Earner (MIE) who is young (under 25);
- A MIE who is a student;
- A MIE who has little education;
- A MIE who lives as an unattached individual; or
- In a lone-parent family

As well, Canadians face greater probability of living in continuous (more than 4 years) low-income are those whose:

- MIE faces work limitations, or
- MIE is a member of a visible minority

The report also showed that for those with work limitation, government transfers and potential earnings from secondary earners are not enough to lift them out of low-income.

These are significant indicators in determining the likelihood of Crescent Valley residents moving forward in life, referring specifically to the neighbourhood's young.

Crescent Valley receives an estimated annual \$3.5 million in government transfers (2001 Statistics Canada). The neighbourhood represents only 3% of the City's population, but receives 16% of the City's annual transfer payments.

	DA 114	DA 115	DA 117	DA 118	Total	Churchill	McLaren	Saint John
Govt' Transfers%	39.6	70.1	44.5	62.3	54.1	54.9	53.4	17.6
HH Income Avg.	31,657	11,835	21,695	16,129	20,329	21,746	18,912	35,336
Census Families	120	145	170	140	575	265	310	19345
Income from Govt Transfers*	12,536	8,289	9,654	10,048	10,997	11,938	10,099	6,219
Total Govt Transfers \$ **	595,710	842,535	730,325	876,386	3,471,477***	1,736,799	1,671,788	21,173,953

Source: Statistics Canada 2001

* Average Household Income x % Government Transfer

** (# Census Families x % Gov't Transfers) x Income From Government Transfers

***Totals may vary due to rounding

The significantly higher proportion of young, unemployed, uneducated, and lone-parent families increases the probability of Crescent Valley youth falling into chronic unemployment and poverty as adults, thus continuing the reliance on government transfers in the future.

4. Physical Environment

The state of our physical environment affects our behaviour within it. The surrounding land uses, the layout and design of housing, the landscape and their upkeep shape the community and are precursors to the wellbeing and future of a neighbourhood.



MacLaren Boulevard, Section 2

The majority of the Crescent Valley units sit within a valley of approximately 11.14 hectares. Both sections are surrounded by major roads and rocky terrain. While obvious opportunities exist to link Section 1 with the neighbouring Rifle Range, fewer are apparent in Section 2 where man made and natural constraints create challenges in connecting and integrating the neighbourhood with others near-by.

4.1 HOUSING

Characterized by 2 storey wood frame buildings, the Crescent Valley housing stock is comprised of 97 two-up-two-down apartments some conjoined and separated by a cinder block fire wall. The majority of the 388 subsidized units are either 3 or 4 bedroom.

The bulk of Crescent Valley was constructed between 1949 and 1956, clocking most of these units at over 50 years of age. Few improvements have been made since construction and while structural sound and functional, most interiors are dated and the exteriors are in need of repair.

The configuration of units are as follows:

In Section 1-Churchill Boulevard:

- 24 3-bedroom units
- 64 4-bedroom units

In Section 2-Somerset Street

- 3 2-bedroom units
- 167 3-bedroom units
- 140 4-bedroom units

There is diminishing need for 4 bedroom units while the demand is growing for 1 and 2 bedroom units. There may be opportunity within revitalization options to alter the unit-mix and increase density.

Energy efficiency is an issue. The aged units and current deteriorated condition makes energy conservation problematic. The Province pays annual heating costs of \$2,200 (avg.) per unit, or a total of \$853,600 a year. The Province also pays for a large portion of electricity but charges a surcharge of \$31 per month. There are 100 units on individual meters and pay directly to Saint John Energy. Recent conversion to natural gas is expected to result in savings, particularly if coupled with other energy saving and upgrading measures.

The Province of New Brunswick is currently investing \$500,000 to upgrade the electrical system to 220 V and has, within the past 2 years, upgraded roofs on 100 units at the cost of \$140,000.

An additional \$520,000 would be required to complete this work for the remaining units:

- \$280,000 to complete this upgrade on the remaining 200 units in Section 2 and;
- \$140,000 to upgrade the roofs for the 88 units in Section 1.

While roof repair and electrical upgrading are necessary, so too is the following work as identified by the Provincial Maintenance Department. An estimated \$54,000 per unit is required as detailed:

- Window and Door Replacement \$ 4 000
- Foundation Repair \$10 000
- Roof and Siding Repair \$10 000
- Interior Retrofit \$25 000
- Modest Site Improvements \$ 5 000



Unit upgrading for 388 units at \$54,000 per unit translates into an investment of roughly \$21 million. While addressing the need for physical improvements, it would not address the multitude of social, human and employability problems.

Front Porches – gateways to safe and vibrant communities



Some buildings have empty inner court yards and split back entries, both of which have provided convenient access into basements and units where vandalism and crime have occurred. As a result, most basement windows have been cemented closed.

Back entries on Churchill Boulevard

According to the Province of New Brunswick, the known annual operating costs for Crescent Valley are as follows:

Heating	\$853,600
Repairs due to Vandalism	\$ 50,000
Lawn Maintenance	\$ 30,000
Estimated Annual Renos Upon Vacancy	\$ 10,000
TOTAL	\$780,000 per year

Unknown costs are:

- Crime (Direct Police Costs)
- Daily Maintenance Costs
- City Maintenance Costs
- Health Care Costs
- Costs associated to Dropping-Out
- Long Term Unemployment Costs
- Future requirement of Government Transfers

A revitalized community would incur cost savings in the future, and while not calculated at this time, reductions would be expected in:

- Energy costs
- Policing Costs
- Long Term Crime Prevention
- Housing costs to the Province
- Long term costs of social services and government transfer payments as youth are nurtured out of poverty and into the market place

4.1.1 The Housing Market

The City's vacancy rate, as calculated by CMHC in October 2005, stands at 5.7%, comparable with the North End's vacancy rate of 5.9 percent. This rate translates into a total of 410 vacant units in the City and of this total, 158 are found in the North End. The Average Market Rent for a 3+ bedroom unit within the City as well as the North End is averaged at \$575 a month, or \$6,900 a year, requiring an annual income of \$23,000 (based on 30% of income). Within this general calculation, there may opportunity for some Crescent Valley residents to move into market rental units. (Appendix 7.5)

The rental vacancy rate is high in all price ranges except within the \$600-699/month range where the rate is 2%, indicating high demand and low supply.

Saint John's housing stock is one of the oldest in the country. Few rental units have been built since the late 1980's and within the poor inner city neighbourhoods, nearly one half of the housing stock dates back before 1946. As of October 2005, the City's Building Inspection Office identified 600 active cases involving substandard dwelling units with the majority of them found in the city's poorest

neighbourhoods. (*Poverty and Plenty, A Statistical Snapshot of the Quality of Life In Greater Saint John, October 2005*).

The probability of Crescent Valley residents moving into home ownership is low. The average purchase price of a home in Saint John is \$123,881*, and requires monthly mortgage payments of about \$703**, or an approximate income of \$28,120 annually. This calculation does not factor property tax and heating costs.

Inputs	
Purchase Price	\$123,881*
Down Payment	5%
Interest Rate	5.0%
Amortization Period (Year)	25
Base Loan Year	2006
Base Loan Month	January
Key Figures	
Mortgage Insurance	\$3,236.39
Mortgage Principal	\$120,923.34
Canadian Monthly Payment	\$703.30***
Total Mortgage Interest	\$91,149.66

*Source: November 2005, CREA

**Based on 5.0% interest rate

*** Based on 30% of income

In order to extend homeownership to low income households, private ownership homes must be priced below the current average MLS sale price, as evidenced in the table below.

Affordability Estimates

Annual Income	Maximum Monthly Payments	Maximum House Price 5.0% Interest Rate	Maximum House Price 6.5% Interest Rate
\$25,000	\$625	\$ 74,731	\$ 69,278
\$30,000	\$750	\$97,354	\$ 88,922
\$35,000	\$875	\$119,978	\$108,566

Based on 25-year amortization, mortgage insurance premiums, maximum mortgage payments of about 30%, respective property taxes and heating costs based on 1.25% and 1.0% of purchase price.



4.2 The Landscape

The built environment strongly influences us. It is comprised of all that is man made such as housing and commercial areas, as well as the health and quality of the land which holds us. The ability or failure of a landscape to meet the needs of access, privacy, views, outdoor activities, relaxation, and to connect with nature, impacts the quality of life and long term potential of a neighbourhood.

Crescent Valley’s landscape lacks aesthetic value and offers few

opportunities for residents to come together, socialize, or seek private outdoor solace.

There will always be a bad apple in the basket, but that doesn't mean the rest have to spoil...you pick that apple out and say you, your kids and mine are going to the playground and clean it up". Some might say "that's just a community little box". Once they see people care about where they live, more might jump in. Resident

The placement of buildings on wide streets bordered by asphalt or broken cement sidewalks, unused or littered frontages and an absence of landscaping contribute to a feeling of detachment, isolation and sterility. Streets are not pedestrian friendly. Backyards have been replaced with pavement and dumpsters while others back against the rocky topography, eliminating any option for a private backyard or safe play space.

The playground in Section 2 sits in partial isolation skirted by a shrub covered rock out cropping. During a heavy rain the playground sand is washed onto the sidewalk. The space is uninviting is rarely used, despite the number of children in this neighbourhood. Similarly, there is no playground for children or meeting space for youth in Section 1, only a make-shift basket ball court. Children are crowded onto small front yards where they, and a deluge of toys, fight with garbage and outdoor furniture for limited space.

Hazen White/St. Francis School (K-8) draws its population from Section 2 of the Crescent Valley Project. Located on Sandy Point Road, the school is within walking distance for all children. The school, too, is isolated with no neighbourhood surrounding it. Given its limited catchment area and aging of its children, it is projected that within three years, Hazen White/St. Francis will not have the critical mass to support the school.

Children living in Section 1, Churchill Boulevard, attend Centennial Elementary School and Lorne Middle Schools in the North End, another community where poverty and crime are prevalent.

5. The Social Environment

I want my kids out of this neighbourhood as much as possible. My kids aren't in this neighbourhood more than they have to be. And there are bad kids here.

Resident

Long-term poverty has taken its toll in Crescent Valley. Tensions, divisions and a sense of danger that prevent parents from allowing their children to play outside contribute to the heavy feeling of being trapped and isolated.

Lack of education and work experiences, along with low self esteem suggest that these are not socially mobile households.

Provincial staff has identified a number of critical issues that could be addressed by trained community workers, including:

- The limited employment potential of many residents, particularly single mothers
- Future learning potential of children raised in highly stressed households
- Family violence
- Fear of leaving a financially secure environment
- The sense of entitlement to a subsidized unit, even in situations where employment and financial circumstances improve
- The comfort of the 'safety net' that has immobilized the ability of some to take the very real and frightening mental leap into the market place
- The lack of movement from public to market housing strains the waiting list for affordable housing in Saint John
- Lack of sufficient on-site support services

The Crescent Valley Planning Committee (Appendix 7.8: Terms of Reference), representative of the three levels of government and private sector, have been connecting with residents to secure their involvement in planning Crescent Valley's future. The Committee is in the process of administering a comprehensive community survey to identify specific concerns (Appendix 7.3.1). Results will assist in the design of programs that best target community needs. To date, a focus group has been held on the childcare needs of single parents, an open community crime prevention meeting was led by Community Police, and an informal meeting was held between key members of the Crescent Valley Community Tenant's Association and the area's MLA. (See Appendices 7.3)

I think these surveys will help but there also needs to be community involvement.
Resident

With a desire to improve their neighbourhood, residents are becoming actively involved in the community's transformation and demonstrating invaluable human assets such as determination, resourcefulness and concern for the next generation.

The Crescent Valley Community Tenants Association primary goal is to improve the quality of life for those living in and around Public Housing through programs, activities, partnerships and fundraising. The C.V.C.T.A. is celebrating its 15th Anniversary in 2006 (Appendix 7.6). A thriving community garden is the fruit of resident initiative and cooperation.

The necessity of improving literacy for both child and adult alike is being addressed in the most joyful way by this literacy program - The Story Tent.

The Story Tent Program is a literacy support program for children and families offering a variety of reading programs throughout the year.

The Program also contains a research component which found it helps children:

- improve their reading skills
- increase the frequency of reading in their lives
- develop positive self-attitudes around reading
- build positive social relationships in a healthy, learning environment.

Another program, The Book Wagon, is a library-on-wheels, which continues to be a successful intervention and education initiative.

The determination to change must be nourished by services and programs that can advance the shift from poverty to independence. Crescent Valley residents need gathering places and skilled community development workers who can assist in providing support, training and a caring ear. The development of an early learning and family centre, a free library, sports and recreational services and facilities, combined with other necessities could be channels that nurture the revitalization of a community and a people.

5.1 Crime



Typical of low income neighbourhoods, Crescent Valley has a higher crime rate than the City average (Appendices 7.2).

The Saint John Police Force recorded 1,031 calls from Crescent Valley in 2005, which converts into 2.7 calls per household per year, a significant difference from the 0.5 calls per household per year from the Rifle Range neighbourhood.

Within the neighbourhood, the City of Saint John City Police Department has recorded increases in crime classifications of:

- Harassment
- Fights
- Disturbances
- Damage
- Missing Persons

The majority of law-enforcement issues are committed by youth, suggesting a need to introduce positive role models to work directly with them. In addition, offering social, recreational, and educational programs would assist in directing youth away from crime and toward self-discovery.

Resident leadership is also important in stemming crime. Family and Community Services have stated that at this time, the Crescent Valley Project lacks community leaders. In order to attract a person, or family, who can play a supportive and leadership role will depend on the transformation of this neighbourhood.

Crime prevention through social development is a positive approach to dealing with problems of the neighbourhood. Services such as additional community police, recreational and park facilities, continuing education, employment readiness and pre-school programs, child care services and a neighbourhood library would be most welcomed.

5.2 Community and Leisure Services



Community Centre Access - Churchill Boulevard

A Community Centre is located on a secluded hill between Churchill Boulevard and Rope Walk Road, in Section 1 of Crescent Valley. Access to the Centre is via Rope Walk Road. No street lights illuminate the walkway and access is uninviting and isolated.

From Section 2, children are required to cross Somerset Street, a four lane arterial which has diagonal interchanges and no crossing lights. Getting to the Community Centre could be a dangerous journey for children.

The Centre provides year-round physical activity programs, summer playground programs as well as a few social events to celebrate special times of the year. Used as an after-school drop-in centre, the Community Centre is like a second home for many. Program attendance has been stable over the past five years with constant representation from the 6-12 age groups, but dropping attendance from teens. The Centre provides sports and leisure services with 6 part time youth centre supervisors and 1 director, including 1 specialized cheerleading coach and 1 arts and crafts teacher.

There are no counsellors on-site to provide drug, pregnancy or counselling programs or advice, but other agencies are brought in to facilitate such programs.

Located just outside Section 2 Crescent Valley Public Housing Project, Taylor Avenue Ball Field is used by the entire city for league sports. It is available for use when not booked for sports but children must have their own equipment.

The field at near-by Hazen White/St. Francis School is in a remote and secluded location.

Leisure Services offers a program called PRO Kids (Positive Recreation Opportunities for Kids) where a child is sponsored for sporting or recreational activity including equipment and transportation fees.

The Saint John Public Library is located in the Uptown Core, about 3 km from Crescent Valley, a considerable distance for the young. However, the very success literacy initiatives, *The Story Tent* and *The Book Wagon*, are the link for children and adults to the reading world. A small community centre, operated by the Crescent Valley Tenants Association, is housed in a converted housing unit where many

recreational programs are offered and meeting rooms available. However, given the bisection of the Project, this community centre serves only Section 1 of the neighbourhood.

6.0 Conclusion

The needs of Crescent Valley are many and complex. The conditions within Crescent Valley and its future prospects cannot be ameliorated solely by addressing issues of the physical environment. Residents are prone to living in chronic poverty and the chances of the young repeating this cycle, is too high to ignore. The human and social components require immediate and on-going attention. The survey work currently being undertaken by Vibrant Communities will identify the needs of residents and assist in constructing a strategy that will restore opportunity and hope for people who desire an improvement to their condition, and especially their children's.

While there are many Canadian examples of public housing revitalization and redevelopment, most have happened or are happening in larger urban centres. While each revitalization and redevelopment project must deal with specific challenges, the revitalization of Crescent Valley faces issues explicit to smaller urban centres. This revitalization can be developed as a pilot project to offer a template for other similar sized cities.

A holistic approach that aims to redress the imbalances within the social, education, economic and housing context, is being sought. Innovative options, a blending of initiatives and a merging of partners will strengthen this community and bring long term benefits to individuals, families and our city.

There may be many ways to address the issues within Crescent Valley, and professional expertise is required to develop a Master Plan.

The desire of all is to live in a decent environment that can be called 'home', where children are safe and run freely, and a strong sense of place creates pride and commitment in a vibrant and sustainable community.

7. APPENDICES

7.1 STATISTICS CANADA

Neighbourhood Census Code	North Of Churchill 13010114	South Of Churchill 13010115	South of MacLaren 13010117	North of MacLaren 13010118	Totals	Churchill Neighbour hood	MacLaren Neighbour hood	City of Saint John
Population, 2001-100% Data	417	638	546	507	2108	1055	1053	69661
Male, Total	185	235	235	195	850	420	430	32505
Female, Total	235	405	305	310	1255	640	615	37155
Total # of Census Families in Private households	120	145	170	140	575	265	310	19345
Total Lone Parent Families	35	40	110	110	295	75	220	4540
Female Lone Parent	40	40	95	100	275	80	195	3930
Male Lone Parent	0	0	15	0	15	0	15	610
Single Mother as % of Total	33.3%	27.6%	55.9%	71.4%	47.8%	30.2%	62.9%	20.3%
Total children at home -20%	155	125	260	305	845	280	565	20310
Under 6 years of age	25	50	30	95	200	75	125	4285
6-14 years	100	55	145	150	450	155	295	7625
% of Neighbourhood	37.2%	19.6%	47.6%	60.2%	40.1%	26.5%	53.7%	29.2%
Total Occupied Private Dwellings -2 Sample	150	385	195	160	890	535	355	29595
Owned	80	20	10	10	120	100	20	16040
Rented	70	370	190	150	780	440	340	13555
% Dwellings Rented	46.7%	96.1%	97.4%	93.8%	87.6%	82.2%	95.8%	45.8%
Period of Construction								
Before 1946	30	40	50	45	165	70	95	8065
1946-1960	95	80	95	110	380	175	205	6340
1961-1970	0	90	20	10	120	90	30	5305
1971-1980	0	125	15	0	140	125	15	5165
1981-1990	0	25	10	0	35	25	10	2755
1991-1995	0	20	0	10	30	20	10	1210
1996-2001	15	0	0	0	15	15	0	760
% at Least 50 years old	83.3%	31.2%	74.4%	96.9%	61.2%	45.8%	84.5%	48.7%
Total Pop. 15 yrs. + by labour force	270	535	380	260	1445	805	640	56480
In the labour force	105	150	160	130	545	255	290	33985
Employed	100	120	130	85	435	220	215	20475
Unemployed	10	30	30	55	125	40	85	3510
Not in the labour force	165	385	215	125	890	550	340	22495
Participation Rate	38.9%	28.0%	42.1%	50%	37.7%	31.7%	45.3%	60.2%

Neighbourhood Census Code	North of Churchill 13010114	South of Churchill 13010115	South of MacLaren 13010117	North of MacLaren 13010118	Total	Churchill Neighbourh	MacLaren Neighbourh	City of Sai John
Total pop.20+ by Ed. Level	255	500	325	205	1285	755	530	52120
Less Than Grade 9	30	155	50	35	270	185	85	5460
Grades 9-13	115	190	145	125	575	305	270	19355
Without High School Grad. Cert	60	150	70	70	350	210	140	10935
With High School Grad. Certifica	55	35	70	50	210	90	120	8420
% pop. Without High School	35.3%	61.0%	36.9%	51.2%	48.2%	52.3%	42.5%	31.5%
Trades Certificate or Diploma	30	65	35	15	145	95	50	6490
College	55	60	80	30	225	115	110	10410
Without Certificate or Diploma	20	15	30	15	80	35	45	2705
With Certificate or Diploma	35	55	55	10	155	90	65	7705
University	20	30	15	10	75	50	25	10400
Without Degree	20	25	15	0	60	45	15	4085
Without Certificate or Diploma	15	20	15	10	60	35	25	3115
With Certificate or Diploma	0	10	0	0	10	10	0	970
With Bachelor's Degree or High	0	0	0	0	0	0	0	6315
% with PSE Credentials	25.5%	26.0%	27.7%	12.2%	24.1%	25.8%	21.7%	41.2%
Employment Income %	42.2%	22.3%	55.4	36.7%	39.2%	32.3%	46.1%	69.9%
Government Transfer Payments %	39.6%	70.1%	44.5	62.3%	54.1%	54.9%	53.4%	17.6%
Other %	18.7%	7.9%	0	0	6.7%	13.3%	0	12.4%
Median 2000 Household Income %	\$31,657.00	\$11,835.00	\$21,695.00	\$16,129.00	\$20,329.00	\$21,746.00	\$18,912.00	\$35,336.00
Total Population 15+ in Private H.H.	395	635	545	500	2075	1030	1045	68125
Low Income	175	440	345	470	1430	615	815	16680
Other	225	195	205	30	655	420	235	51445
Incidence of Low Income in 2000 %	44.3%	68.7%	63.0%	93.9%	67.5%	56.5%	78.5%	24.5%

APPENDICES

7.2 CRIME STATISTICS: SAINT JOHN POLICE FORCE

CALLS FOR SERVICE/GENERATED FILES – A COMPARISON

A. Crescent Valley

Street	Calls 2004	Files 2004	Calls 2005	Files 2005
Belyea	18	11	14	6
Churchill	152	62	127	44
Coronation	62	31	49	22
Flemming	69	27	70	39
Howard	23	11	24	11
Hydro	23	8	8	3
MacLaren	311	122	331	139
Patterson	66	37	37	17
Phillip	27	12	27	10
Samuel Davis	26	2	23	0
Taylor	243	64	242	78
Vimy	44	25	29	8
Wigmore	67	30	50	17
TOTAL	1131	442	1031	394

Source: Saint John Police Department

B. Rifle Range

Street	Calls 2004	Files 2004	Calls 2005	Files 2005
Balfour	5	3	5	0
Barry	10	3	8	4
Cabot	2	1	1	0
Chevron	2	0	4	3
Elizabeth	12	5	15	4
Foulis	21	9	27	8
Freedom	4	1	3	1
Legion	6	4	16	8
Memorial	8	4	11	4
Roberts	7	5	3	0
Valour	5	0	6	3
Veterans	2	0	1	0
TOTAL	84	35	100	35

Source: City of Saint John Police Department

7.3 Crescent Valley Planning Committee – Survey and Proposal

Crescent Valley Neighbourhood Survey (Unformatted Version)

Note: Wherever relevant, please check all answers

Background Information

- 1) How long have you lived in Crescent Valley?
 - a) Less than a year
 - b) 1-5 years
 - c) 6-10 years
 - d) 11-20 years
 - e) More than 20 Years
 - f) Don't know

- 2) How much longer do you expect to live here?
 - a) Less than a year
 - b) 1-5 years
 - c) 6-10 years
 - d) 11-20 years
 - e) More than 20 Years
 - f) Don't know

- 3) Rate Crescent Valley as a place to live on an average day and give your reasons:
 - a) Excellent
 - b) Good
 - d) Fair
 - e) Poor
 - f) Don't know
 What are your reasons?

- 4) If you had your choice, would you rather:
 - a) Move out of Crescent Valley
 - b) Stay in Crescent Valley and help to create change
 - c) Stay here and leave things the way they are
 - d) Other: Specify

- 5) If you could move to another subsidized housing location, what would be your preference?
 - a) Don't want to move
 - b) Neighbourhood with greater mix of income and lifestyle
 - c) Other part of city: Specify location
 - d) Outside city; Where
 - e) Other: Specify

Community Services and Supports

- 1) Check the programs and services you use in your neighbourhood:
 - a) Schools
 - b) Convenience Stores
 - c) Supermarkets
 - d) Vet (Rickey's Mall)
 - e) Community Garden
 - f) Story Tent and literacy programs
 - g) Legion
 - h) Churches
 - i) Somerset Pre School Centre
 - j) Other child care centre
 - k) NB Community College, North End Centre
 - l) Crescent Valley community Tenants Association (CVCTA)
 - m) North End (Somerset Centre)
 - n) Buses

- o) Taxis
 - p) Animal Shelter
 - q) Other: Specify
- 2) What programs/services outside your neighbourhood but within the City do you use?
- a) Recreation
 - b) Bill payment depot
 - c) Shopping
 - d) Health Care
 - e) Education and Training
 - f) Emergency Services
 - g) Other: Specify
- 3) What are some barriers to accessing programs and services outside your neighbourhood?
- a) Lack of information
 - b) Transportation
 - c) Lack of affordable child care
 - d) Lack of quality child care
 - e) Lack of family support
 - f) Not enough money
 - g) No credit cards
 - h) Low self-confidence
 - i) Health Problems
 - j) Not enough services within walking distance
 - k) Other: Specify
- 4) What programs or services would you like to be located in or near your neighbourhood (for example, a place to pay bills within walking distance)

Crime and Safety

- 1) How safe do you feel from crime as a family in your neighbourhood in the following circumstances?
 Very Safe Somewhat Safe Not too safe Not safe
- a) Daytime at Home
 - b) Daytime outside
 - c) After dark at home
 - d) After dark outside
- 2) Which of the following crimes have affected you or your family over the past two years?
- a) Vandalism
 - b) Break and enter
 - c) Drug-related
 - d) Violence
 - i. Physical attacks outside your home: specify how severe
 - ii. Physical attacks on youth: specify how severe
 - iii. Bullying of younger children: specify how severe
 - iv. Other: Specify
- 3) What resources exist in the neighbourhood or near by to help victims of domestic abuse?
 (Explain: domestic abuse covers physical, sexual, and verbal abuse and others forms of partner or spouse intimidation)
- 4) What resources exist in the neighbourhood or near by to help victims of domestic abuse?
- 5) What are the effects of crime on you and other family members?
- a) Fear
 - b) Staying closer to home
 - c) Threats or retaliation

d) Financial loss

f) Staying closer to home

g) Less peace-of-mind

h) Health (mental or physical)

i) No significant effects ()

e) Other () Specify:

f) Staying closer to home

g) Less peace-of-mind

h) Health (mental or physical)

i) No significant effects

6) In the time you have lived here, would you say that Crescent Valley has become:

a) A safer place to live ()

b) A less safe neighbourhood ()

c) Stayed about the same ()

7) How responsive are police to community concerns?

a) Very responsive ()

b) Somewhat responsive ()

c) Somewhat unresponsive ()

d) Very unresponsive ()

e) Don't know ()

Training & Education

1) What is your education level:

a) Graduated college or university ()

b) Some college or university ()

c) High school graduation ()

d) GED (General Education Development) ()

e) Upgrading () Specify:

f) Grade 10 or 11 ()

g) Grade 9 ()

h) Other ():

2) If you dropped out of public school at any time, please describe your reasons:

3) Are you currently a part-time or full-time student in any program of learning?

a) Yes

b) No (If No, go directly to Question 5)

4) What is your program of study?

a) CASP (Community Academic Services Program) or CALC (Community Adult Learning

b) Centre) ()

c) GED (General Educational Development) ()

d) Community college () Specify program/location:

e) Private training institution () Specify program/location:

f) University () Specify program/location:

g) Online program/home study () Specify:

h) Other () Specify:

5) Have you been a student in the past 5 years?

a) Yes ()

b) No () If No, go directly to Question 7

6) If you answered yes to Question 5, did you complete your program of study?

a) Yes ()

b) No () Explain why not:

c)

7) Are you interested in taking further education or training?

- a) Yes () Specify program of study:
- b) No ()

- 8) Are you interested in other learning opportunities such as personal growth and development courses or workshops? Specify:
- 9) If you would like to return to a formal program of education or training, which of the following supports would help you start AND finish your education or training program?
- a) More information on what is available ()
 - b) Career counselling ()
 - c) Better understanding of how training links to jobs and rates of pay ()
 - d) Transportation ()
 - e) Day care or other affordable quality child care options ()
 - f) After-school programs for children ()
 - g) Financial assistance ()
 - h) Time and quiet to study ()
 - i) Improved self-confidence ()
 - j) Support from family and friends ()
 - k) Mentoring support () Specify:
 - l) Other () Specify
- 10) What are your suggestions for improving access to training and employment for people living in Crescent Valley?

Work

- 1) Do you work outside the home for pay?
- a) Yes () Specify kind of work:
 - b) No
- 2) If yes, what is your location of work?
- a) In the neighbourhood ()
 - b) In Saint John ()
 - c) Outside Saint John ()
- 3) Do you work inside your home for pay?
- a) Yes () Specify kind of work:
 - b) No ()
- 4) Do you do volunteer work in the community?
- a) Yes () Specify kind of work
 - b) No ()
- 5) Which of the following barriers affect your ability to work?
- a) Lack of skills or experience ()
 - b) Transportation ()
 - c) Affordable quality child care ()
 - d) After school programs for children ()
 - e) Health and/or disability issues ()
 - f) Lack of suitable work clothing ()
 - g) No work available in your field ()
 - h) Temporarily laid off ()
 - i) Need help finding work ():
 - a. How to job hunt ()
 - b. Writing a resume ()
 - c. Preparing for interviews ()
 - d. Other () Specify:
 - e.
- 6) Is there a type of paid work you would prefer to be doing?
- a) Yes () Specify kind of work:
 - b) No () If No, go directly to Question 7
- 7) Identify the supports that would help you get the work you want:

- a) Information ()
 - b) Transportation ()
 - c) Training/education ()
 - d) Affordable quality child care ()
 - e) More self-confidence ()
 - f) Family support ()
 - g) Health care ()
 - h) Mentoring () Specify:
 - i) Other () Specify: **Government Support**
- 1) Do you understand if you are eligible to receive benefits from the following:
- a) Provincial government: Yes (); No ()
 - b) Federal government: Yes (); No ()
- 2) When you were assessed for government benefits, were your rights discussed with you?
(Examples of benefits: Department of Family & Community Services, Department of Training and Employment Development, Employment Insurance, Canada Pension Plan (CPP) for disability or retirement benefits, Old Age Security (OAS), etc.)
- a) Yes, clearly explained ()
 - b) Yes, but not entirely clear ()
 - c) No, not explained at all ()
 - d) Don't know ()
- 3) Do you know who to call if you need information or help from these programs or departments?
- a) Yes () Specify program:
 - b) No () Specify program:
 - c) Need help finding number ()
 - d) Need help making appointment or asking questions ()

Housing, Buildings, & Access

- 1) Rate the condition of your housing unit and provide your reasons:
- a) Excellent ()
 - b) Good ()
 - c) Fair ()
 - d) Poor ()
 - e) Needs upgrading ()
 - f) Don't know ()
- Give your reasons:
- 2) Does your housing unit meet your current needs? (Explain: Appropriate space for family size? Designed for disability or other challenges? Safe for children and older people? Enough heat? etc.)
- a) Yes
 - b) No
 - c) In some ways Yes, in other ways No
- If b) or c), please explain:
- 3) What improvements would you like to see made to your housing unit?
- 4) If other affordable housing options were available in Crescent Valley, check all preferred options. (Explain: "Options" means your choice if units could be converted to other forms of ownership; "affordable" is if you spend no more than approximately 30% of your income after taxes on housing):
- a) Co-op housing (Blend of market rate rental plus subsidized rent geared to income;
 - b) community is involved in running housing units) ()
 - c) Home ownership (Explain: programs geared to income with low-interest long term
 - d) mortgages and help with affordable down-payment) ()
 - e) Non-profit rental (Explain: subsidized housing with a variety of styles and options) ()
 - f) Private rental (new owners for units but units still partly or fully subsidized) ()
 - g) A combination of mixed-income rentals and home ownership ()
 - h) Other () Specify:
- 5) How can the appearance of your neighbourhood be improved?

- a) Parks or green space ()
- b) Trees on lots and streets ()
- c) Better garbage and litter control ()
- d) Recycling pick-up program ()
- e) Exterior housing renovations ()
- f) More gardens ()
- g) Recreation space for children & adults ()
- h) Other () Specify:

If you ticked more than two, please indicate your top two by letter:
 Most important _____; second most important _____

6) How could walking be improved in your neighbourhood?

- a) Well-marked crosswalks ()
- b) More and better maintained sidewalks ()
- c) Better snow removal ()
- d) Safe pedestrian trails and pathways ()
- e) Street lights ()
- f) Traffic lights ()
- g) Other () specify:

If you ticked more than two, please indicate your top two by letter:
 Most important _____; second most important _____

7) How can streets and access roads be improved? (Name streets and intersections)

Working Together

1) Do you know your neighbours:

- a) On either side: Yes (); No ()
- b) On your street: All () Most () Some () None ()
- c) On the next street(s) over: All () Most () Some () None ()
- d) In the whole community? All () Most () Some () None ()

2) What prevents you from knowing your neighbours better?

3) What suggestions do you have for bringing residents together to improve conditions in the neighbourhood?

4) What recreational facilities would you like to see in your neighbourhood?

5) How could neighbourhood schools and residents work together to create change?

6) Are you a member of the Crescent Valley Community Tenants' Association (CVCTA)?

- a) Yes
- b) No
- c) Why or why not?

7) What is your understanding of the purpose of the CVCTA?

8) What suggestions could you give to the CVCTA for expanding and improving their organization?

- a) Membership drive ()
- b) Welcome wagon for newcomers ()
- c) Lower or no membership fee ()
- d) Regular meetings open to all ()
- e) Special events for children, youth, and adults ()
- f) Other () Specify:

Suggestions for Action

1) Do you experience a sense of isolation living in the neighbourhood?

- a) Yes ()

- b) No ()
- c) Sometimes ()

2) If you answered Yes or Sometimes to Question 1, what opportunities would help overcome this isolation?

3) Which of the following support groups would you like to see established in your neighbourhood?

- a) Group for single mothers ()
- b) Co-ed group for single parents ()
- c) Group for fathers ()
- d) Group for seniors ()
- e) Group for disabled or shut in ()
- f) Group for youth ()
- g) Confidential group for recovery from substance abuse or gambling ()
- h) Group on domestic violence ()
- i) Family or mixed group ()
- j) Other () Specify

4) What would help people to attend support groups?

- a) Location within walking distance ()
- b) Transportation assistance ()
- c) Assistance with child care ()
- d) Good advertising ()
- e) Confidentiality ()
- f) Family/partner support ()
- g) Trusted facilitator ()
- h) Other () Specify:

5) What is the best way to improve communication in the neighbourhood?

6) How can neighbourhood residents work with police to make Crescent Valley a safer place to live?

7) Suggest some leisure and recreational activities you would like to see established in the neighbourhood or nearby for the following groups of residents:

- a) Families
- b) Children
- c) Youth
- d) Women
- e) Men
- f) Mixed groups
- g) Physically challenged
- h) Other (specify)

8) Which of the following issues need community education and involvement?

- a) Wellness clinics ()
- b) Parenting skills ()
- c) Programs for teens ()
- d) Substance abuse and recovery ()
- e) Gambling addiction ()
- f) Domestic violence ()
- g) Community centre ()
- h) Other ()

If you ticked more than two, please indicate your top two by letter:

Most important _____; second most important _____

9) How would you like to get involved in making changes in your community?

- a) Drop-in community centre to meet informally over coffee ()
- b) Regular town hall or neighbourhood meetings open to all ()
- c) Support groups for specific actions ()

- d) Participate in steering committee for change ()
- e) Wider promotion and membership of CVCTA ()
- f) Mentoring with members of larger community ()
- g) Reach out to newcomers ()
- h) Build on neighbourhood assets (good things already in place) ()
- i) Other () Specify:

If you ticked more than two, please indicate your top two by letter:

Most important _____; second most important _____

- 10) Do you think residents working together can make Crescent Valley a better place to live?
- a) Yes ()
 - b) No ()
 - c) Maybe ()
 - d) Why or why not
- 11) What partners should be involved with residents in community development?
- a) Area business owners ()
 - b) Government workers:
 - a. City ()
 - b. Province ()
 - c. Federal ()
 - c) Politicians () Specify
 - d) Independent community development workers ()
 - e) Community-based service or advocacy agencies ()
- 12) List your top 3 suggestions for change in Crescent Valley:

Demographics

The following information gives a more detailed picture of residents in Crescent Valley. All information will be kept strictly confidential and cannot be linked to individuals or households.

- 1) List the number of regular residents in your household who fall under each category. Don't forget to include yourself

Category	How Many
Seniors (60 years+)	
Adults (18-59)	
Teens (13-17)	
Children (5-12)	
Toddlers (2-4)	
Infants (0-1)	
Total Number of People in Household	

- 2) Are you: Male Female

- 3) Indicate your age range:

- a) 18-25
- b) 25-34
- c) 35-44
- d) 45-55
- e) 55-64
- f) 65 and older

- 4) If any household member has special needs, please indicate what they are:

- a) Adult
- b) Child

- 5) Do you provide care or financial support to adults other than your partner/spouse in your household:

- a) Yes: State relationship
 - b) No
- 6) Do you provide care and support to disabled or other disabled or other health-challenged member of household?
- a) Yes: State relationship
 - b) No
- 7) Rate your general health:
- a) Excellent
 - b) Good
 - c) Fair
 - d) Poor
- 8) Finally, are there any aspects of your life in Crescent Valley or concerns and suggestions that weren't covered in the survey that you'd like to mention?

Crescent Valley Planning Committee - Survey Background

I think the community needs to come back together as a whole, as one. The school needs to be involved. You live where you live not always by choice but because of circumstances... because of where we live, people have given us a label. I think that maybe these surveys are going to help but it also needs to be community involvement.

~ Resident of Crescent Valley

Research on neighbourhood development is filled with cautionary tales of economic development and housing renovations that failed because low income residents were not sufficiently engaged in determining their own destiny. Community development over the past decade has been filled with instructive experiments that Saint John can learn from. And while there is agreement that “strategies and approaches must be tailored to the particular conditions in any specific community”¹, it is also understood that isolated and derelict public housing neighbourhoods cannot be changed by focussing exclusively on renovation plans any more than income support can by itself transform physical decay. A holistic vision is needed that can only be driven by optimum involvement of community residents working with partners beyond the boundaries of their troubled neighbourhoods.

Multisectoral engagement & resident involvement

The Crescent Valley Planning Committee was assembled by Vibrant Communities Saint John in March of 2005 and has been meeting on a regular ever since. The committee membership has strong representation across three levels of government (senior staff and key politicians alike), non-profit service organizations, the Business Community Anti-Poverty Initiative (BCAPI), grass roots neighbourhood groups, the public education sector, leisure and recreation, and City police. From the beginning, the commitment of this group to revitalize Crescent Valley has been based on a comprehensive vision that encompasses physical space and built environment as well as human services – a vision of enhanced opportunities for a more dignified and safer, healthier, and happier community life for residents.

¹ Steve Pomeroy, *Neighbourhood Change through a Housing Lens*, The Caledon Institute of Social Policy, Ottawa, ON, p. 25, September 2005.

The committee has facilitated several forums during this period of time to connect with residents of Crescent Valley, including two focus groups (on childcare needs of single parents and an exhaustive testing of the neighbourhood survey in development), an open community meeting led by Community Police focussed on crime prevention, and a less formal sit-down with key members of the Crescent Valley Community Tenant's Association and the MLA for the area to build community relations and determine directions.

Gathering residents' experience and ideas

A comprehensive community survey has been developed for administration in January and February 2006 to be offered in multiple forms to gain maximum involvement by residents. As well as being focus-group tested in the neighbourhood, this survey was vetted by a range of experts in crime prevention, domestic abuse, and housing, as well as reviewed by Vibrant Communities staff and all members of the working group. A survey team is now established in a unit provided by the NB Department of Family and Community Services in Crescent Valley, and training will be offered in January to residents and others to ensure quality control of survey facilitation and interviewing techniques. With special funding of \$25,000 levered by Saint John Portland MLA Trevor Holder, the administration and follow-up of this survey has been conceived as the critical first step in developing cooperation among residents and building a horizontal leadership structure in the Valley to help widen the reach and effectiveness of the Crescent Valley Community Tenants' Association.

Apart from producing a considerable range of information on social and economic fronts, this survey will introduce the presence of a supportive co-working group in the neighbourhood and provide opportunities for residents to raise questions in a natural way through personal contacts with survey facilitators.

When data is collated and analyzed there will be a report back to the community at an open meeting. The purpose of this meeting is also to provide an immediate and concrete planning forum so residents can assemble a core steering committee to regularly intersect with the present planning group. Additionally, focus groups for youth will be held and recorded, and results presented to youth in a bid to establish a special youth council with radial ties to the steering and planning groups.

An initiative of Vibrant Communities' Advocacy and Mentoring group will be present at the report back to residents following the survey in order to offer tangible supports in the form of individual and group mentoring, volunteer matching, and workshops to build community and leadership capacity in the community.

Social environment and community ideas

There will always be a bad apple in the basket, but that doesn't mean the rest of the apples in the basket have to spoil... you pick that apple out and say, you and your kids and mine are going to go to the playground and clean it up. Someone else might say "that's just a community litter box". Once they start to see... those six people care about where they live, more might jump in.

I want my kids out of this neighborhood as much as possible. My kids aren't in this neighborhood more than they have to be. And there are bad kids here.

~ Residents of Crescent Valley

There is ample evidence from both residents and others involved in Crescent Valley that long-term poverty has created knots of mistrust among neighbours, divisions within the community, a sense of danger that is strong enough that some parents won't allow their children outside their own houses or yards. Overall the sense of being trapped, isolated, and stigmatized by living in the Valley is all too prevalent.

But there is also evidence of invaluable human assets such as determination, resourcefulness, and abiding love and care for the next generation which co-exist with the misery and scarcity. Some manifestations of this can be seen in a thriving community garden, for instance, and in a neighbourhood-based literacy program that grows each year, reaching forgotten pockets of the neighbourhood with the tangible inspiration that learning can change lives – both immediately, in terms of greater pleasure and interest in lives beyond one's own, and in the longer term for children whose experience in public school will be enhanced by greater literacy. The impacts also spill over significantly to their parents.

These, and more, constitute the vital signs that Crescent Valley is poised and ready for change.

APPENDICES

7.4 CMHC RIFLE RANGE - 1992

In 1992, CMHC began a two year \$6.5 million (1992 dollars) project rehabilitating the 180 Rifle Range units, which re-established the neighbourhood and improved the quality of housing in a City known for having Canada's oldest housing stock. Rifle Range now offers quality market rental housing and only 10 units receive subsidized rent; which are occupied by Veterans. Market rents are slightly higher than the average market rents of \$523 and \$554 (unheated) for 3 and 4 bedrooms respectively, and its vacancy rate hovers about 4.8%, a full percentage point lower than the City average of 5.8 percent.

The Rifle Range investment of approximately \$36,000 per unit involved:

1. new roofs for most units (some roofs had been repaired prior)
2. interior refurbishment of kitchens
3. installation of new windows and doors
4. floor refinishing and painting of interiors
5. moving of residents during interior work
6. replacing exterior siding
7. masonry on exterior end walls
8. exterior site work including landscaping, curbing and paving of laneways
9. placing services underground
10. new exterior porches
11. improved lighting

APPENDICES

7.5 CMHC Rental Market Data– City of Saint John

October 2005 Rental Market Survey

7.5.1 Private Apartment Vacancy Rate (%) by Zone and Bedroom Type – Saint John, CMA

	Bachelor		1 Bedroom		2 Bedroom		3+ Bedroom		Total	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
Zone 1 – South	5.4	8.6	8.4	5.8	3.4	3.8	3.2	2.9	5.5	5.1
Zone 2 – West	**	**	7.3	3.5	5.7	3.5	4.4	0.6	5.8	2.9
Zone 3 - North	4.1	14.1	5.0	8.2	4.3	3.8	5.8	7.2	4.7	5.9
Zone 4 - East	9.2	25.3	6.2	5.7	6.4	6.6	3.8	5.0	6.0	6.8
Saint John City (Zones 1-4)	5.5	10.8	7.1	6.1	4.6	4.2	4.6	4.5	5.4	5.3
Zone 5 - Outlying Areas	33.3	**	16.5	9.9	8.2	9.1	0.0	6.8	9.3	9.2
Saint John CMA	6.2	11.0	7.6	6.3	5.2	5.0	4.5	4.6	5.8	5.7

7.5.2 Average Market Rents by Zone and Bedroom Type

	Bachelor		1 Bedroom		2 Bedroom		3+ Bedroom	
	2004	2005	2004	2005	2004	2005	2004	2005
Zone 1 – South	**	376	444	451	578	565	592	**
Zone 2 - West	**	**	387	400	487	511	504	528
Zone 3 – North	**	388	425	442	531	533	552	575
Zone 4 - East	**	**	442	442	504	509	567	**
Saint John City (Zones 1-4)	366	379	432	442	532	534	557	576
Zone 5 - Outlying Areas	**	**	433	429	465	481	**	546
Saint John CMA	366	378	432	441	520	526	556	575

7.5.3 Number of Private Apartment Units Vacant and Universe by Zone and Bedroom Type

	Bachelor		1 Bedroom		2 Bedroom		3+ Bedroom		Total	
	Vacant	Total	Vacant	Total	Vacant	Total	Vacant	Total	Vacant	Total
Zone 1 – South	26	304	72	1,247	41	1,064	9	302	147	2,917
Zone 2 – West	**	**	10	301	22	633	1	197	34	1,154
Zone 3 – North	17	121	52	636	56	1,473	33	458	158	2,688
Zone 4 - East	9	36	16	287	38	575	7	140	71	1,038
Saint John City (Zones 1-4)	52	484	151	2,471	157	3,746	50	1,097	410	7,797
Zone 5 - Outlying Areas	**	**	13	131	67	738	2	31	84	912
Saint John CMA	54	495	164	2,601	224	4,484	52	1,128	494	8,709

7.5.4 Private Apartment Vacancy Rate (%) by Rent Range and Bedroom Type

	Bachelor		1 Bedroom		2 Bedroom		3+ Bedroom		Total	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
Saint John CMA										
LT \$400	8.3	13.4	5.8	8.0	5.1	8.4	**	**	6.0	9.1
\$400 - \$499	**	7.7	7.0	5.6	5.0	3.0	0.0	5.0	5.4	4.5
\$500 - \$599	**	**	9.7	4.0	6.2	5.2	3.3	4.5	5.9	5.0
\$600 - \$699	**	**	**	**	2.4	2.9	11.0	0.5	8.3	2.0
\$700 - \$799	n/s	**	**	**	**	**	**	**	6.8	5.4
\$800+	n/s	n/s	**	**	**	**	**	**	**	**
Total	6.2	11.0	7.6	6.3	5.2	5.0	4.5	4.6	5.8	5.7

7.5.5 Number of Private Apartment Units by Year of Construction

	Bachelor		1 Bedroom		2 Bedroom		3+ Bedroom		Total	
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005
Saint John CMA										
Pre 1940	**	372	419	431	512	510	540	552	1471*	1865
1940 – 1959	**	**	**	**	**	**	**	**	***	***
1960 -1974	379	386	471	475	540	545	562	584	1952	1990
1975 – 1989	366	386	428	435	488	502	**	**	1282*	1323*
1990+n/s	**	**	**	**	**	**	**	**	**	**
Total	366	378	432	441	520	526	556	575	1874	1920

** : Data suppressed to protect confidentiality or because data is not statistically reliable

n/u : No units exist in the universe for this category

n/s : No units exist in the sample for this category

n/a : Not applicable

http://www.cmhc-schl.gc.ca/mktinfo/store/files/opims/Rental%20Market%20Reports%202005/64439_2005_A01.pdf

7.6 The Story Tent Program

The Story Tent Program

In the summer of 2003, a Story Tent program ran in Crescent Valley, Saint John, a residential neighbourhood made up of multi-unit buildings, grouped about common green spaces. It is New Brunswick's largest Anglophone public housing complex, hosting nearly 400 families of various socio-economic and cultural descriptions.

The Story Tent Program is a literacy support program for children and families. In this instance, the Story Tent also provided a venue for the Summer Reading Club (SRC) as part of a library outreach to the community. The SRC is a province-wide program which encourages reading by allowing children to set a reading goal for the summer, track their progress with log books and stickers, and celebrate their accomplishments. The 2003 Story Tent program and SRC outreach were offered twice weekly for two hours in each of five locations in this community.

A Story Tent consists of:

- ◆ One or more canopies (10' x 10' recommended)
- ◆ Blankets (4 per tent) and ground sheets (extending beyond the tent space)
- ◆ A variety of popular books for children and/or adults:
 - picture books
 - story books
 - comic books
 - chapter books
- ◆ Two to three adults

What happens at a Story Tent depends in part on the intentions and interests of the participants, and in part on how long or how often people make use of it. The primary activity is reading:

- ◆ Adults read to children;
- ◆ Adults read to themselves;
- ◆ Children read to children;
- ◆ Children read to adults;
- ◆ Children read to themselves.

Other Story Tent and Story Tent-related activities include:

- Borrowing and returning books
- Storytelling
- Letter and/or story writing
- Drawing and colouring
- Clapping and singing games
- Skipping to songs and rhymes
- Playing cards, tic tac toe, or guessing games
- Using sidewalk chalk
- Conversation between adults
- Conversation between children
- Conversation between adults and children

Relationship building

Many ingredients go into producing a *quality* Story Tent, including

- ✓ competent and committed Story Tent workers
- ✓ a wide variety of very good books
- ✓ as few rules as possible
- ✓ an easy to access location
- ✓ community participation at multiple levels
- ✓ persistence in the face of challenges

In Crescent Valley, the Story Tent Program also contained a research component. The role of the researcher was to address the question of the impact of the program on the frequency of reading in children's lives, on their own reading levels, and on their perceptions about reading and themselves as readers. To answer these questions, the researcher used multiple methodologies, both qualitative and quantitative, including informal assessments of a group of children early and, again, late in the summer using a series of guided reading books. Other data came from:

- ◆ quantitative data from the Summer Reading Club;
- ◆ daily tent attendance figures;
- ◆ a daily weather log;
- ◆ staff's written daily observations;
- ◆ parent, community partner and children's interviews
- ◆ researcher's field notes.

Unplanned sources of information came from written and picture artefacts received from children and their parents, and from photographs taken during the summer.

The evaluative research demonstrated clearly that the program helps children

- Improve their reading skills
- Increase the frequency of reading in their lives
- Develop positive self-attitudes around reading
- Build positive social relationships in a healthy, learning environment.

As well, based on library statistics, many more children from this community participated in the Summer Reading Club than had in the previous year.

The program was so popular with children; it was continued throughout the fall. Every Saturday morning, workers offered "Twenty-Minute Story Tents" in each of the five locations.

As fall turned to winter, and weather conditions made Story Tents less practical, workers consulted with the families involved and developed a door-to-door program. This Story Tent Book Wagon program continued to provide weekly access to children's literature. It also offered adult books. As the number of adults borrowing grew, so did the selection.

The Story Tent Book Wagon program continued through the winter and spring (2003-2004). In the summer of 2004, the Story Tent Program and SRC Outreach were again offered. The Book Wagon continued to

make its rounds one morning per week. The research component was also reintroduced, examining the same questions of the impact of the program on

- ◆ the frequency of reading in children's lives
- ◆ their reading levels
- ◆ how they felt about being "readers", and their attitudes towards reading

As well, research looked at the new question of the impact of the program's method of delivery on social interaction including, but not limited to:

- ◆ levels of social conflict
- ◆ family relationships
- ◆ positive self-esteem
- ◆ negotiating skills.

Once again, we used multiple methodologies, both qualitative and quantitative, including:

- ◆ quantitative data from the Summer Reading Club
- ◆ daily tent attendance figures
- ◆ a daily weather log
- ◆ informal reading assessments using guided reading books
- ◆ workers' written observations
- ◆ parent and children's interviews.

The 2004 research again demonstrated a positive impact on reading frequency in so far as children's frequency of reading or being read to was reported by all parents as having increased or stayed at a high level throughout the summer. The Summer Reading Club was shown to be more accessible to these children, and all of the children who were assessed maintained or showed a gain in reading level. Worker and parent comments indicated that most children who participated in the project socialized more positively with their siblings and peers.

An unexpected theme that came out of the notes and other data was an increase in adult participation. This year, more adults participated in the Story Tent, reading to their children and reading adult books. Adults borrowed more, either through their children or on their own. As well, more parents reported reading to their children at home, and more children commented on what their parents were reading.

Another interesting theme was the degree to which boys incorporated books and literacy into their play and lives. During the summer, there were a number of media stories on a growing gap between boys and girls' reading skills, and the difficulties encountered by educators in supporting boys' literacy development. The message we were hearing in the popular media was that "boys don't like to read." When we looked at our own experience with boys, we found that the number of boys participating was roughly equal to that of girls. As well, boys showed as much inclination to borrow, read, or ask for support with books that caught their eye.

7.7 Canadian Examples of Neighbourhood Revitalization and Revitalization Strategies

Vancouver

1. *Downtown Eastside Revitalization*: One of Vancouver's oldest neighbourhoods and the historic part of the city, rich in history, architecture and diversity of people. Traditionally a low-income area, it now faces problems with drugs, HIV, prostitution, crime, and lack of adequate housing, high unemployment and an exodus of economic stimulators.

The multi-faceted approach includes working partnerships between the City of Vancouver with the Federal and Provincial governments, adjoining neighbourhoods, the Vancouver Coastal Health Authority, Vancouver Economic Development, National Crime Prevention and The Four Pillars (crime prevention and drug treatment).

http://www.city.vancouver.bc.ca/commsvcs/planning/dtes/pdf/fostering_change.pdf

2. *The Vancouver Agreement*: A national model for urban development to transform traditional silo-based approaches to governance and service delivery into a more-integrated horizontal model based on collaboration and progressive problem solving.

3. *Income Mix Zoning*: Introduces non-market housing as an element of all larger scale residential development in downtown Vancouver.

4. *SEFC (Southeast False Creek) Policy Statement*: Contributes to the social mix within this neighbourhood.

Winnipeg

1. *West Broadway*: West Broadway Revitalization is based on 12 strategic goals which focused on ensuring a co-ordinated and well-planned revitalization and renewal process that involved residents and stakeholders in redeveloping the neighbourhood ensuring housing quality and affordability to a safe, clean, environmentally friendly community that continues to grow and develop in a vibrant and diverse manner.

2. *HOP – Home Ownership Program*: A not-for-profit inner city housing initiative dedicated to reclaiming houses, streets and neighbourhoods by acquiring, completely upgrading them, and then selling them to new homeowners.

www.hopwinnipeg.com

Ontario

1. *Increasing Density through Smaller Lot Sizes: Uniquatrrro* in Springdale Subdivision: Provides affordability housing to first time home buyers through reduced lot size and compact building form. Brampton, Ontario.

2. *Options for Homes*: Provides affordable condo units for moderate-income households in Toronto.

3. *St. Lawrence Neighbourhood - Toronto*: Once a shanty town for Irish Catholic immigrants, this neighborhood has been transformed into a popular downtown urban community. The development of social housing was used as an economic catalyst for further residential and commercial development. Integrated into the city with no clear boundaries, it contains a mix of commercial and residential as with both subsidized and normal housing. The neighborhood was planned by Allen Littlewood, and the influence of Jane Jacobs played a crucial role. The St. Lawrence neighborhood has been critically acclaimed as a major success in urban planning. In many ways, it has become the model for the design and planning of new communities across North America.

4. *Regent Park – Toronto*: Built 50 years ago, Regent Park in Toronto is one of the oldest publicly funded housing communities in Canada. With 2,100 rent-geared to income units, on 69 acres, Regent Park is home to 7,500 people, 50% of whom are children under 18 years.

The Regent Park Revitalization Plan is a result of a year-long process to which over 2,000 residents, community agencies and financial, design and planning experts contributed their ideas.

The Regent Park Sustainable Community Design Report recommends a fully integrated sustainable design that achieves significant targets for environmental protection and enhancement.

The Regent Park Social Development Plan is a comprehensive strategy that outlines a vision to advance a social agenda.

Revitalization will take place in six phases over 15 years with the intent to develop a neighborhood with a mix of up to 5,400 social housing and market units. All existing 2,083 social housing units will either be replaced or retained. A portion of the social housing units will be built on adjacent sites on other sites near the Regent Park community. Buildings will be generally mid-rise and mixed-use along the main street and low rise and residential within the neighborhood or internal streets.

5. *Don Mount Court - Toronto*: Don Mount Court was a 232-unit housing complex in downtown Toronto which housed 950 people.

Cut off from public roadways and conveniences, the community's redevelopment will transform an aging and deteriorating downtown site into a mixed-use, mixed form neighborhood with open streets and roadways.

Plans developed by Marion Hill Development and Intracorp Inc.

Quebec

1. Benny Farm: Redevelopment of the Benny Farm site has been in full swing since early 2004 with most of the new rental units now completed and occupied. The construction of more than 300 homeownership units is expected to begin this year, 2006. The construction of the new Cavendish CSSS (formerly CLSC) and City of Montréal Recreation Center are expected over the next two or three years.

The new development will provide approximately 530 units of affordable housing for low to average income households. A complete housing mix will be offered on the site, including cooperatives, non-profit housing, private rental units and condominiums, townhomes, triplex, sixplex and apartment buildings. Over a third of the units are destined for first-time home buyers. Through cooperatives and non-profit housing, approximately 200 rental units will serve the specific needs of seniors, young families, single mothers and people with limited mobility. Neighbourhood services will occupy approximately a quarter of the site.

Appendix 7.8 Crescent Valley Planning Committee Draft Terms of Reference

Purpose of Committee

To work in partnership with three levels of government and private sector to develop the Crescent Valley Public Housing Project. To actively represent the interests of residents through all phases of redevelopment and revitalization.

Accountability

The Crescent Valley Planning Committee (the “CVPC”) will ensure that all missions, mandates and policies are adhered to in the redevelopment process.

Responsibility of the Committee

Include but are not limited to:

1. Advocate for the redevelopment of Crescent Valley;
2. Work with public and private sector partners, the City of Saint John, the Province of New Brunswick, the Business Community Anti Poverty Initiative, and potential developers in order to achieve redevelopment;
3. Establish a participatory community development approach through all phases of redevelopment and revitalization;
4. Represent the interests of the Crescent Valley community in all stages of the redevelopment process;
5. Ensure that decision makers involved in redevelopment and revitalization remain accountable to all stakeholders;
6. Ensure that the Committee is represented on all committees organized in relation to redevelopment;
7. Make recommendations regarding procedural and substantive elements of redevelopment to public and private sector partners;
8. Ensure that the interests of the Crescent Valley community are taken into consideration during the development of the Request for Proposal (the “RFP”), if deemed necessary by the Consultant, during the evaluation of

responses to the RFP, and during the planning and design of the redevelopment;

9. Review draft reports prepared by public and private sector partners while respecting all stated confidentiality requirements;
10. Facilitate entering into a memorandum of understanding between CVPC and public and private sector partners in relation to redevelopment matters;
11. Inform Crescent Valley residents on the progress of redevelopment in a regular and timely manner;
12. Act as liaison with local neighbourhood groups, city wide committees, political bodies, and the media regarding redevelopment;
13. Ensure that neighbouring or affected communities are informed of key stages in the redevelopment process; and
14. Report to and seek advice to affected stakeholders to identify concerns, goals and needs of the community in relation to all aspects of redevelopment and revitalization;
15. Collaborate with other committees or organizations and other neighbourhood committees (if needed) where responsibilities overlap;
16. Recommendations to market or promote the work of the Committee may be done only with the consent of either the Chair or the Vice-Chair of the Crescent Valley Planning Committee after a full discussion amongst the officers and executives of the CVPC.

Expected Commitment from Partners

Public-sector partners include the Province of New Brunswick, the City of Saint John, and their representatives, agents and designates. Private sector partners include consultants involved in redevelopment and ultimately any development team(s) selected to carry out redevelopment.

1. Partners are expected to remain committed to the following:
2. Include the Committee (as a representative of the CVPC) as a full partner in the development process;
3. Involve the Committee in all stages in the decision making process relating to redevelopment, including membership on committee created by partner;
4. Work with the Committee and residents in a manner based on mutual respect;

5. Ensure that the redevelopment process adheres to a participatory community development model;
6. Partners will bear *reasonable* costs incidental to operation of Committee, including costs associated with the delivery of community newsletters, and costs associated with producing and distributing minutes from Committee meetings;
7. Should the Federal Government become directly involved in the redevelopment, the expectations set out in this section will also apply to the Federal Government, its representatives, agents and designates.

Committee Membership

While the composition of the Committee is flexible, the following are operating guidelines;

1. Crescent Valley residents and members of the CVPC;
2. Representative(s) from the City of Saint John;
3. Representative(s) from the Province of New Brunswick;
4. Representative(s) from BCIPI;
5. Representative(s) from Saint John Non-Profit and Housing Alternatives;
6. A City Councillor of her or her designate;
7. A representative from the development team, once selected;
8. Resource members, as required;
9. Representatives from local agencies and religious or secular organizations;
10. Representatives from neighbouring resident and business associations; and
11. Other individuals and professionals whom the Committee believes can positively contribute to the redevelopment.

Decision Making Process

Every effort will be made to make decisions by consensus. In situations where consensus is not reached, the vote of the majority will rule.

In situations where the matter at hand is related primarily to the interests of the residents, only the resident members of the Committee will vote on the matter.

Frequency of Meetings

Scheduling is subject to the discretion of the Chairperson. Meetings are open to all Crescent Valley residents and members of the community at large.

Members of the press, students and others who may be interested in reporting on the redevelopment process shall only be admitted to meetings where the Committee agrees that it is in the best interest of the redevelopment to do so.

Chair and Vice Chair

A Chairperson and Vice Chairperson shall be selected by the CVPC.

The Chairperson shall chair Committee meetings. Where a Committee meeting is rescheduled the Chairperson shall provide Committee members with adequate notice of this change.

Recording Secretary

The Secretary shall take minutes of all Committee meetings. Under the direction of the Chairperson, the Secretary shall ensure that minutes and relevant material is distributed. Where the secretary is not able to take minutes, the Chairperson shall designate another person to take minutes.

The Recording Secretary shall be designated by the Chairperson. Any costs related the Secretary's' time shall be reimbursed by the Committee.

Minutes of Meetings

Minutes of meetings and relevant documentation will be distributed to all members of the Committee and other interested parties within a timely and reasonable manner.

Minutes of this committee will be approved at the Committee level and reviewed by the Crescent Valley Planning Committee.