HAMILTON'S ENGAGEMENT COMMITTEE
COMMUNITY VISION WORKING GROUP

Engagement Strategy for Hamilton's Community Vision

FEBRUARY 17, 2015

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1.0   Purpose

The purpose of this report is to provide the advice of Hamilton's Engagement Committee: Community Visioning Working Group with respect to an engagement campaign designed to guide the development of Hamilton's new 25 year Community Vision. The objective of the engagement campaign will be to update Vision 2020, which is the first Hamilton Community Vision created over 20 years ago and still used by the City to guide community priorities.

2.0   Introduction

Hamilton's Engagement Committee (HEC) is a voluntary committee of local residents established by the City of Hamilton in the spring of 2014. The Community Visioning Working Group was formed to develop, draft and recommend strategies and tools that will be part of a community engagement plan for residents and stakeholders to participate in developing a new Community Vision for Hamilton. The Community Vison Working Group (CVWG) represents one of three working groups that were formed by the members of HEC along with the Charter Working Group and the Infrastructure Working Group. The Community Vision Working Group met between September 2014 and January 2015

The CVWG is made up of City staff and 14 residents from across Hamilton. The members brought a variety of perspectives from Hamilton's many communities.

The CVWG group members are:

Barbra Kubilius	Dave Stevens	Dave Zanin
Dena Honig	Elenita Ranas	Gerry Cunningham
Greg Doherty	Jay Carter	Margaret Moran
Molly Chang	Pat MacDonald	Sebastien Skrobos
Adrian Hodgson	Graham Crawford	

The City Staff that participated in the CVWG are:
Heather Donison
Dennis Guy

Lisa Zinkewich

3.0   Recommendations

To develop a well-rounded, community supported Vision for Hamilton the following community engagement strategies are recommended.

Open and Inclusive Engagement Process

We recommend seeking input from as many residents as possible. The engagement process should employ a variety of communication tools to engage a wide variety of people in the appropriate way. By removing barriers to participation, all members of the community will be enabled to engage and participate through a medium or process they are comfortable with. Continually ask 'who is at the table, and who is missing?' Ultimately we recommend ensuring that everyone knows they have a voice, and that they always have the ability to be heard.

Thoughtful and Continuous Engagement Process

We recommend developing an open communication platform and process that allows for ongoing input to continually be received from the community during the development of the Community Vision. Developing a Vision is an organic process, involving government, businesses, and community members. Comments from the community should be integrated throughout the engagement process. Recognize that comments may change through discussion and over time.

Community Owned Vision

We recommend establishing the new Community Vision as community owned. When decisions are developed through volunteer working groups, it should be communicated to the public. Showing that the decisions are made by the community working together adds accountability and credibility to the Vision. Clearly express that community consultation is at the foundation of the development of the new Community Vision.

Action Oriented Vision

We recommend establishing short-term action targets that can be linked to long-term goals. This will ensure that resources are used effectively to move forward ideas. Directly tying short-term targets to the long-term goals of the vision eliminates vagueness. Predicting accurately

many years into the future is not realistic, so this provides an opportunity for trials and feedback loops, such as PDCA (Plan, Do, Check, Act). The new Community Vision should be aligned with departmental strategic plans and business plans for the City of Hamilton.

4.0   The Community Vision Working Group Process

The Community Vision Working Group met between September 2014 and January 2015 and considered the following questions.

What is a Community Vision?

Why do we need one now?

How will the new Community Vision be used?

What are key issues that will be important to Hamilton?

Who needs to be involved?

What engagement strategies and tools could be used in Hamilton?

Based on the discussion around these questions the Community Vision Working Group developed the four strategic recommendations to ensure that a well-rounded, community supported Vision for Hamilton is developed though through community engagement.

4.1   What is a Community Vision?

A vision is a picture of how residents and stakeholders want their community to look in the future. A vision needs to be in a form that any resident can quickly grasp and appreciate. A good vision is high-level/broad enough to represent the entire community's values without violating individual values/belief systems.

4.2   Why do we need one now?

Hamilton is on the cusp of a great transformation. Vision 2020 is nearing the end of its lifespan. It's time to talk about and plan for the next 25 years in Hamilton and we need everyone who lives or works here to be part of the conversation.

The City of Hamilton's current strategic plan will be completed in 2015. The City will develop a new ten year strategic plan that will direct the City's actions and priorities from 2016 to 2026. The City's strategic plan needs a credible community vision to provide direction and ensure that the City's work over the next ten years is aligned to the values of our community.

4.3   The History-Vision 2020

In 1990 the City of Hamilton was also facing major transformations. Planning staff responding to a city facing layoffs in steel industry, legacy pollution, increasing costs of development initiated a community task force on Sustainable Development with Working Groups and Community Outreach. This group completed work in 1994 with shared vision and specific recommendations in 14 theme areas. It was the largest public engagement process in Hamilton's history.

4.4   How will the new Community Vision be used?

A vision helps a community reach for goals above and beyond what normally might be expected. A vision is premised on the belief that people in a community with clear goals can act together in ways that meet the common good. A comprehensive plan that engages community organizations, businesses and individuals in taking action will help move our community toward its vision.

The City should be able use the community vision to develop and implement its next strategic plan for the years 2016 to 2026 thus aligning City actions to community desires and priorities. However the City alone will not be able to do everything to achieve our community vision. It will take action by organizations, business and residents throughout our community to achieve our vision. Thus the Community Vision must provide direction and goals that will help community organizations and business in their strategic planning.

4.5   What are key issues that will be important to Hamilton?

To build a well-rounded community vision a wide variety of interrelated and intersectional issues will need to be discussed. Over forty issues that are of community interest were identified and grouped into themes for consultation. These themes are intended to inspire community conversation and are not intended to limit the scope of the community vision.

Themes for Consultation	Theme Issues	Issues from CVWG
Advancing environmental responsibility and stewardship	issues that relate to the environment, nature, pollution, litter, water quality, air quality, conservation, trees, ecology, energy consumption, etc.	Pollution, Litter, Environmental quality, Air quality, Water quality, Eco-literacy,
Maintaining community assets and critical infrastructure	issues that relate to transportation, roads, housing, public buildings, public spaces, land use, community centres, city facilities, etc.	Housing, Commuter transportation, Transit, Walkable city, Alternative transportation means, Transportation between periphery and downtown, Reclaiming brown lands (industrial land), Land use, Existing infrastructure, Cities for people, Smart growth
Increasing economic prosperity and opportunities	issues that relate to the economy, jobs, businesses, education, skills development, income disparity, creative industries, investments, innovation, youth, entrepreneurship, eradicating poverty, increasing sources of	Access to education/reduced barriers, Economy and job opportunities for Hamiltonians, Job growth and diversification, Newcomers and jobs, Wealth diversity, Poverty,

	income and wealth, etc.	
Fostering an active and healthy society	issues that relate to healthy lifestyles, caring for our aging population, health care, healthy living, sports, recreation, exercise, obesity, disease control, food, mental health, addictions, quality of life, etc.	Aging population, birth rate, Services for seniors, Health care, Accessibility
Promoting connected communities and safe neighbourhoods	issues that relate to breaking down urban/rural divisions, neighbourhood level development, public safety, policing, crime, etc.	Develop neighbourhoods, Services to the periphery, Downtown, Community well-being and belonging, Amalgamation, Attraction and redevelopment, Community unity,
Embracing culture and social diversity	issues that relate to Hamilton's culture, heritage, local events, festivals and celebrations, celebrating our history, civic pride, multicultural communities, cultural and faith-based groups, a welcoming city for immigrants and newcomers, tolerance, removing racism, etc.	Immigrant engagement, Aboriginal engagement, Francophone engagement, Able-ism, Seniors and low income,

Creating a city of engaged and empowered residents	issues that relate to civic engagement, public consultation, dialogues, volunteering, voting, online engagement, public notices, public trust, government accountability, city leadership, open government, taxes, improved engagement policy, etc.	Local sovereignty, Local self-determination, Oppression awareness/de-colonization, Develop an ethical framework, Civic Engagement,

4.6   Who needs to be involved?

All community stakeholders need to be involved in the development of our new Community Vision. The Community Vision engagement should be inclusive and encourage participation from all members of our community.

Stakeholder: An individual, organization, or group that has an interest in an issue, will be or is likely to be affected, or has the ability to affect a decision or outcome. Organizations include non-governmental organizations, government, institutions and businesses (from Draft Hamilton Engagement Charter).

The following are the stakeholders necessary to develop a community vision as identified by the Community Vision working group. This list is a starting point and may be added to throughout the process. There is no hierarchy implied by this list.

- Residents
    - LGBTQ communities
    - Marginalized
    - Seniors

- o Newcomers
- o Children
- o Youth
- o Older adults
- o Home owners
- o Individuals with disabilities
- Businesses
  - o Landlords
  - o Local
  - o Absentee
  - o National/multinational corporations
  - o Agricultural community
  - o Developers
  - o Heavy industry
  - o Banks
  - o Chamber of Commerce
  - o Private equity
  - o Not for Profit Organizations
  - o BIAs
- Institutions
  - o Utilities
  - o HealthCare
  - o Schools
  - o Universities and Colleges
  - o Funders
  - o Military
  - o Innovation factory
- Council
  - o Lobbyists
  - o Agencies, boards, committees
- City staff
  - o Emergency crews
  - o HSR
- Community Groups
  - o Faith groups
  - o Sports associations

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- o Neighborhood associations
- o Ethno cultural groups
- o Aboriginal peoples
- o Arts community
- o Advocacy groups
- o Francophone
- Transportation
  - o Rail
  - o Port
  - o Airport
  - o Metrolinx
  - o Bike groups
  - o Transit
  - o Car share
- Labour unions
- Hamilton's Engagement Committee
- Media

4.7   What engagement strategies and tools could be used in Hamilton

Traditional tools for community engagement include surveys, mailings, workshops, meetings and Council meetings. These are useful in providing information and receiving feedback from some residents but often these traditional engagement tools do not result in ample participation and many residents find barriers to participation. Creative or electronic engagement tools provide more opportunities for participation. These tools can help to reduce barriers to participation and create the kind of experience that helps to build an engaged and involved community. The Community Vision Working Group identified 9 Traditional, 33 Electronic (including on-line, web and mobile tools) and 67 Creative engagement ideas that could be used in Hamilton. These ideas in the following list are examples expressed by the working group, and are not an exhaustive list of strategies and tools.

TRADITIONAL

- Surveys in local newspaper (Hamilton Spectator)
- Surveys in local grocery stores
- Newspaper
- Radio
- TV
- Phone calls
- Door to door
- Festivals
- City visits – community, seniors centers – city comes to the community (works in groups that aren't as trusting as well)
- Summits with local business/institutional/industry stakeholders

ONLINE

- Incentives with online gaming at checkout (e.g. Walmart receipt directing customer to participate with rewards)
- Provide "offline"/analogous version of on-line engagement tools to diversify respondents and responses (feedback)
- City-voices "wiki" and ideas
- Computer applications
- Video games ("sim city" = "sim Hamilton")
- Egg hunt – leading to different project the city made by subjects
- For businesses – info on line as to investments and building projects. Ask at the end – how does it affect your business?
- Surveys – Facebook, survey monkey
- Webinars/online committees or focus groups; skype
- Share and like if you agree campaign
- Start a conversation online with twitter and make sure someone facilitates it
- Map my City app
  - Informed asset mapping
  - Photos sent to public (monitored) page about things to celebrate or challenges to overcome
- Webpage where this process "lives"
  - EVERYTHING that is going on to be listed (i.e. newspaper ads, pop-up City Halls, etc.)
- Common and consistent messaging
- One stop shop for all you need to know about getting involved
- Communication partners
- Blogs
- Facebook

- - - - - - - - - o Resolutions
    - o Set of ideas to test and people will interact
- Instant messages
- Message boards
- Information streaming
- Visit Hamilton – Tourism mobile app already exists
- Use social media analytics to track where responses come from
- A webpage with consistent members
- Recruit organization to engage their members
- Story boards
- Video contest
- Puzzles – used to inform

CREATIVE

- Parks (community) spring/summer/autumn information centers with food trucks
- Community coffee shops
- Church bulletins
- Mindful meditation (tabula rasa)
- Provide neighborhood scale (3-6 houses + neighbours scale) packages to facilitate interaction with city (a model for a process) – processes benefited by deep engagement. Keep (the model) loose so that it can be interpreted autonomously by groups, neighbours and neighbourhood associations – then the group sends a delegate back
- Public permaculture space
- Social forestry
- Tactical urbanism, Flashmob

 – best as a grassroots initiative; this can be problematic when originating from institutions)

- Invite marginalized groups or individual to speak in the centre of a group to talk about what they want to do and how they have been silenced or not heard
- In the neighbourhoods – engage in projects – 100 ideas to improve neighbourhood (Montreal)
- GPS hunt – bury information in neighbourhood, pieces of a puzzle
- Puzzles – of city of Hamilton, every piece of puzzle give new information
- City run/bicycle between locations of new initiative – person to explain and ask
- For businesses – follow the money
- Community kitchen – working together with different ethnic groups
- Gamification/competition between…
    - o Schools
    - o Community hubs/neighbourhood associations
    - o Faith groups/institutions

- o Businesses
- o Residents (i.e. Gold Box)
- Free "Celebrate Hamilton" events in City-owned spaces currently off-limited to residents
- Local festivals are a way to engage many people quickly (short speech/information booth)
- "Drop in" engagement
  - o Post-its on boards with big central questions all over city
  - o Not staffed
  - o Way to reduce barriers for those afraid/ashamed to participate
- 100 in 1 day
  - o Pop-up interventions by anyone
  - o City-wide, sparks discussion
  - o All interventions details found on web
  - o Can be a purpose/message to push out
- Incentives for participation/surveys
  - o Airmiles, gift cards, museum/water park passes, etc.
  - o Can tie into gamification
- Community driven art projects
- Fishbowl meetings (free, catered)
  - o Specific topics to begin
  - o Provide incentives to participation
- Public challenges (i.e. ALS ice-bucket challenge, movember)
- Bringing in/sponsoring well known presenters/speakers – advertise and invite
- Hold a rally
- Identify (engage) "cheer leaders" for community engagement – they focus on a "farm area" to ensure the engagement message saturates the area. They employ social activities to bring in new voices – utilize the STP
- Scavenger hunts (youth?)
- Hamilton's smartest (any other play on reality TV challenges)
- Flash mobs – in various locations around the city at the same time
- Challenges across groups (e.g. schools; neighbourhood associations) to encourage participation (amazing race?)
- Speakers Series: Craig Kielburger – Me to We, Jim Diers
  - o Interesting speakers and survey of participants
- Participatory budgeting
- Text to vote event
- Art crawl/Supercrawl displays – attendees build the display together/everyone adds one piece
- Task force for each of our vision theme areas – local experts can work with concerned citizens to build each section of the vision
- Coffee/backyard bbq/any other event with your Councilor
- Collaborate with provincial/federal officials
- Draw informally from our existing networks
- Draw people out using local food trucks
- Immigration Open House once a year
- Neighbourhood Get-togethers – use the STP to reach out

- Get Loblaws to engage
- Game in Spectator
- Don't ask people to engage – they want to disengage
- Cross-community discussion
- Story board workshop, arts events, video artists
- Student City summit
- Classroom exercise
- Marginalized people – go to them
- Geocaching – clues, exploring
- Electronic billboards to create awareness, or direct traffic to an engagement site or interactive site,