



CITY OF HAMILTON
COMMUNITY AND EMERGENCY SERVICES DEPARTMENT
Neighbourhood & Community Initiatives Division

TO:	Chair and Members, Emergency & Community Services Committee
COMMITTEE DATE:	February 6, 2017
SUBJECT/REPORT NO:	Neighbourhood Action Strategy Funding for Neighbourhood Leadership Institute (CES17004) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Al Fletcher 905-546-2424 ext. 4711
SUBMITTED BY:	Suzanne Brown Director, Neighbourhood & Community Initiatives Division Community & Emergency Services Department
SIGNATURE:	

RECOMMENDATION

That the existing funding agreement with the Hamilton Community Foundation for the Neighbourhood Leadership Institute, be extended until December 31, 2017, in the amount of \$20,000 funded from the Neighbourhood Action Strategy Capital fund (# 20551255204).

EXECUTIVE SUMMARY

In 2014, Council approved entering into a partnership agreement with the Hamilton Community Foundation to support the Neighbourhood Leadership Institute (NLI) for the period September 2014 – December 2016 (Report CES14026). Funding of \$20,000 per year was provided from the Neighbourhood Action Strategy. The purpose of this report is to request Council approval to extend the agreement to December 2017 to allow time for the spring session 2017 to be completed and evaluation results compiled. The funding contribution for this session is \$20,000. This funding contribution represents 40% of the actual cost of the resident stream.

The NLI was launched in 2012 by the Hamilton Community Foundation (HCF) in partnership with the City of Hamilton and Mohawk College. The institute has both a resident and a professional stream. NAS funding is provided to support the resident stream. The professional stream is funded and delivered by McMaster's Centre for Continuing Education.

The resident stream participants receive leadership training while developing local project ideas. The program consists of ten learning sessions including project management, conflict resolution, community awareness, public speaking, self-

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advocacy, and team leadership. Since 2014, 65 individuals have participated in the leadership training identifying 31 community projects (attached as Appendix A to Report CES17004). Twenty-one projects have been completed and or implemented.

In 2017, the NLI will be expanding the current program evaluation to track the skill development of participants after the program and will correlate these results to the overall learning outcomes of the program and the objectives of the Neighbourhood Action Strategy.

The city's funding contribution is funded through the NAS capital fund. If the evaluation conducted in 2017 continues to be positive and continuation of the program is deemed to be essential to the success of the Neighbourhood Action Strategy, then staff will submit an operating enhancement to the 2018 budget reflecting an ongoing and sustainable commitment to the program.

The total requested amount to be funded through the Neighbourhood Action Strategy Fund is \$20,000, leaving approximately \$179,946 in the fund.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial:

Total funding commitment requested from the NAS fund is \$20,000. With approval of this funding, \$179,946 will remain within the NAS Fund (#2051255204).

Staffing:

There are no staffing implications related to Report CES17004.

Legal:

There are no legal implications related to Report CES17004.

HISTORICAL BACKGROUND

The Neighbourhood Leadership Institute provides leadership training to residents and professional development opportunities for people who practice community development in Hamilton. The program began as a pilot in 2013 in partnership with the Hamilton Community Foundation, the City of Hamilton and Mohawk College as well as community based organizations whose staff co-facilitate learning sessions.

“The NLI's resident-stream follows the widely evaluated Social Change Leadership Development model. This model's approach to leadership is non-hierarchical and embedded with clear values. The two interconnected goals of the NLI's resident-stream are: (1) self-knowledge, as it relates to the ability to provide effective leadership; and (2)

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facilitating positive social change at the neighbourhood, community and/or institutional level.

Guided by this evidence-informed model, the NLI's resident stream employs a project-based learning approach. *Projects are vehicles for participants' learning – participants learn the necessary leadership skills (i.e. self-awareness, communication, grant writing, conflict resolution, among others) as they move through the development of the project.* In this sense, *participants ARE the projects* and what they learn through “doing” the project is more important than the project itself¹.”

The program consists of ten learning sessions which focus on areas such as project management, conflict resolution, communication, community awareness, research, grant writing, public speaking, working with others, self-advocacy, self-discovery and team leadership. Each participant must have a project partner and both must support the project idea. The project must be endorsed by the neighbourhood in some way and must be piloted in one of the 11 neighbourhoods.

Upon successful completion of the NLI, participants receive a college level, General Education course credit as formal recognition for their work throughout the program. Participants are also eligible to apply for an up to \$500 grant from HCF to implement their projects plans in their neighbourhoods.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy implications related to Report CES17004.

RELEVANT CONSULTATION

The Hamilton Community Foundation was consulted and is in favour of the recommendations in Report CES17004.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Neighbourhood Leadership Institute (NLI) is a component of the NAS that was launched five years ago to create space to build engaged transformative leadership skills in residents. Resident leadership is a core tenant in NAS because it will lead to the long-term sustainability of neighbourhood engagement and initiatives. “Engaged resident leaders are critical to cultivating a sustained sense of citizenship and ownership in neighbourhoods, building a sense of civic responsibility and passion for social change” (Appendix A to Report CES17004).

¹ Source: Matt Goodman, Hamilton Community Foundation, 2017

The participants' perceived effectiveness of the program has increased year over year. The rating was 8.88 out of 10 in 2016. There was also an increase in the number of participants who would recommend the course to others – 100% in 2016 (attached as Appendix B to Report CES17004).

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Healthy and Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report CES17004: Hamilton's Neighbourhood Leadership Institute: A Framework for Leadership Development in the Resident Stream

Appendix B to Report CES17004: The Evaluation Frameworks of the Neighbourhood Leadership Institute 2014 – 2016 and Next Steps