



CITY OF HAMILTON
COMMUNITY AND EMERGENCY SERVICES DEPARTMENT
Neighbourhood and Community Services Division

TO:	Chair and Members Emergency & Community Services Committee
COMMITTEE DATE:	April 10, 2017
SUBJECT/REPORT NO:	Neighbourhood Action Strategy Funding for Community Development (CES15058(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Al Fletcher 905-546-2424 ext. 4711
SUBMITTED BY:	Suzanne Brown Director, Neighbourhood and Community Initiatives Division Community and Emergency Services Department
SIGNATURE:	

RECOMMENDATION

That the \$25,000 shortfall in funding for Community Development as a result of reduced funding from the Best Start Reserve be funded from the Neighbourhood Action Strategy Capital Fund (#20551255204).

EXECUTIVE SUMMARY

Hamilton has a long history of people and organizations working together to create positive change through the process of community development. In 2011, under the leadership of the City of Hamilton and the Hamilton Community Foundation (HCF), the Neighbourhood Action Strategy (NAS) was formed to build on this history and to address the neighbourhood health inequities highlighted in the public education campaign of the Hamilton Roundtable on Poverty Reduction. A key principle of the NAS is the engagement and support of residents to find their voice and action change in their own neighbourhoods. Currently, there are 5.5 community developers and one manager, employed by the Social Planning and Research Council, who provide community development support to the 11 identified neighbourhoods in the NAS. This community development work is funded by the HCF, the City of Hamilton Best Start Initiative and the NAS capital fund.

In December 2015, Council approved Report CES15058 to fund the Social Planning and Research Council (SPRC) in the amount of \$122,500 for a two year term, expiring December 2017 to provide front line community development for NAS.

In 2016, the Best Start Demonstration funding was eliminated by the province. This funding supported one Community Developer and 0.5 of a Manager position in the

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amount of \$90,000. A reduction in the amount of funding available through Best Start for 2017 was reduced to \$65,000. Staff are recommending that the resulting shortfall in funding in the amount of \$25,000 be funded from the NAS capital budget.

For 2017, the total funding for SPRC totals \$466,250, which provides funding for a Manager and 5.5 Community Developers. The funding is provided as follows: as follows:

Funder	Funded Resources	2016 Funding	2017 Funding
Hamilton Community Foundation	5.5 Community Developers 1.0 Manager	\$300,000	\$315,000
Best Start Network		\$90,000	\$65,000
Neighbourhood Action Strategy		\$61,250	\$86,250
Total		\$451,250	\$466,250

In 2016, the funding partners of NAS, along with residents involved in their community planning teams/hub, began the work of developing a conceptual framework and review of the NAS for the purpose of continuous improvement. That work is expected to be completed by Q2 of 2017 and will shape the next evolution of the NAS initiative, including the Community Development component.

Alternatives for Consideration –Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: \$25,000 shortfall in funding as a result of reduced funding from Best Start initiative will be funded through the NAS capital fund (#2051255204). With approval of this funding, \$170,950 will remain within the NAS fund (#2051255204).

Staffing: There are no staffing implications related to Report CES15058(a).

Legal: There are no legal implications related to Report CES15058(a).

HISTORICAL BACKGROUND

While community development work has roots pre-dating the HCF's explicit anti-poverty focus, the employment of Community Development Workers (CDWs) by the HCF to focus on specific neighbourhoods initially began with *Growing Roots, Strengthening Neighbourhoods* in 2002. The program supported a community development worker to engage residents in four identified neighbourhoods (Beasley, Lansdale, McQuesten East, and McQuesten West). This program evolved into Tackling Poverty Together and then Tackling Poverty Together II (TPT II) between 2004 - 2010 and led to the creation

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of eight neighbourhood hubs where residents and community partners were supported by a CDW to work together to reduce poverty and strengthen neighbourhoods.

In TPT II, the HCF invested \$5 million over five years to address poverty through: a) strengthening neighbourhoods in developing 'hubs'; and b) foundational grants that tackled systems-level issues in poverty, such as employment, policy, and educational initiatives. Six neighbourhood hubs were identified at the beginning of this phase of the project: Jamesville, McQuesten (a combination of McQuesten East and West), Keith, Wever, South Sherman, and Community Access to Child Health (CATCH), later known as Davis Creek. By 2009, two new neighbourhood hubs (Crown Point and Riverdale) were established, bringing the total number of hubs to eight. By the end of 2010, there were three HCF-funded CDWs providing community development support across the eight hubs.

The role of the CDW has varied between neighbourhoods, however, during 2002-2010 they were identified as carrying out five primary activities: asset mapping, working on community celebrations and beautification, meetings, grant applications, and supporting the creation of programs. "A community development worker who is committed to helping neighbourhoods find their voice, cultivate their dreams, and assist them in putting their words into deeds is important. When the neighbours find their voice and develop skills to articulate ideas into action, they give life to a community." (Pat Reid, Chair, McQuesten Community Planning Team, 2012).

In 2011, under the leadership of the City of Hamilton and the HCF, the NAS was formed to build on this history of community development to collectively improve neighbourhoods, in part due to the work of the Hamilton Roundtable on Poverty Reductions' public education series called "Code Red." The series was based on health and poverty statistics at the neighbourhood level, but also included vivid accounts of resident challenges. Shortly after the release of the series in September 2010, Hamilton City Council approved a neighbourhood initiative that focused on two specific goals: a) improving "Code Red" neighbourhoods; and b) better integrating and supporting City and community work on a neighbourhood level (City Memo CM11007).

This process identified six City of Hamilton neighbourhoods: Keith, Stinson, South Sherman, McQuesten, Beasley, and Rolston. Overlap between the City selected neighbourhoods and existing HCF Hubs led to a final list of: Jamesville, Beasley, Keith, McQuesten, Stinson, Sherman (formerly South Sherman), GALA - Gibson and Lansdale Area (formerly Wever Hub), Crown Point, Riverdale, Davis Creek (formerly CATCH), and Rolston. In 2011, a total of five community developers (four from HCF and one from the City of Hamilton's Best Start Network) were assigned to the first ten neighbourhoods.

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In 2014, in an effort to reconcile the diversity in pay, benefits, and mandate between CDWs who were sponsored and hired through multiple community agencies, the HCF and the City of Hamilton put out a call for proposals for one organization to sponsor and supervise all of the CDWs. This change allowed for the CDWs to be centralized under one employer (the Social Planning and Research Council) and have the staff team supervised directly by a CD Manager (an SPRC employee also funded by the HCF and the Best Start Network). As the CDWs moved into the SPRC, they were renamed 'Community Developers' (CDs), to reflect the greater role they were playing in neighbourhood development.

As the last of the 11 neighbourhoods developed, one additional 0.5 FTE CD was added in August 2014 to support the Rolston Community Planning Team and to support emerging neighbourhood works outside the 11 NAS neighbourhoods (CES14026). This additional CD allowed for each CD to be assigned to two neighbourhoods and brought the total number of CDs to six (5.5 FTE).

The role of city-wide community development which was performed by SPRC ended in December 31, 2015. With the end of the funding agreement per Report CES14026, this work was absorbed within the existing NAS staff complement. This change reduced the NAS yearly financial commitment to SPRC from \$96,000 to \$61,250, a total financial commitment of \$122,500 for the 2016/2017 contract. The 2016/2017 commitment to SPRC by HCF, Best Start and NAS is to collectively fund 5.5 CD FTEs and a Manager.

In 2016, funding was decreased for the Best Start Demonstration Initiative which necessitated the reduction of Best Start funding for community development work in 2017, by \$25,000. This reduction is being offset by the recommendation in this report to fund this shortfall from the NAS capital fund.

In 2016, the HCF, Best Start Network and NAS staff, along with resident researchers involved in their neighbourhood planning teams/hubs, began the work of developing a conceptual framework and review of the NAS for the purpose of continuous improvement. That work is expected to be completed by Q2 of 2017 and will shape the next evolution of the NAS initiative.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy implications related to report CES15058(a).

RELEVANT CONSULTATION

The Hamilton Community Foundation was consulted and is in favour of the recommendations in Report CES15058(a).

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Children's and Home Management Services Division was consulted and is in favour of the recommendations in Report CES15058(a).

ANALYSIS AND RATIONALE FOR RECOMMENDATION

In December 2015, Council approved Report CES15058 to secure Social Planning and Research Council (SPRC) for a two year term, expiring December 2017 to undertake front line community development for NAS. The SPRC is funded by Hamilton Community Foundation, Best Start and the NAS capital fund. Due to the reduction of the Best Start Demonstration Initiative funding, there is a shortfall of \$25,000 to meet the contractual obligations for SPRC. It is recommended that the 2017 shortfall be funded from the NAS Capital Fund.

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

None