

West Harbour Community Engagement Presentation

Jay Carter, Evergreen

April 3rd, 2017



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West Harbour Engagement Timeline

- **January 2015 – May 2015: Phase 1**
 - System Mapping and Pre-Consultation
- **June 2015 – April 2016: Phase 2**
 - Implementation and Testing
- **April 2016 – November 2016: Phase 3**
 - Evaluation and Recommendations



Phase 1: System Mapping & Pre-Consultation

- Mapping of West Harbour projects, plans, and responsible staff
 - Interviews with 30+ City of Hamilton staff
 - Interviews and presentations with 100+ residents, community groups, non-profit organizations, and service providers
- May 28th, 2015:
 - Public launch workshop
 - Identification and prioritization of tools for engagement
 - 120+ participants from North End, Beasley, Central, Strathcona, and Durand



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May 28th Engagement Strategy Workshop Findings

- Community Prioritized Tools:

- Shared Physical Community Engagement Hub for City and Community Use
- Regular Opportunities for dialogue and information
- Online Engagement - project and staff Information
- Central Dispatch – email and phone line
- Pop Up Engagement
- Internal engagement capacity improvements



Phase 2: Testing and Implementation Year in Review

Evergreen led:

- Community Storefront at 294 James Street North
- Monthly West Harbour Community Conversation Meetings
- Staff directory
- Central Contact Service – email and phone line
- Pop-up activities



City of Hamilton led:

- Community Engagement staff person created
- New webpage improvements
- Events schedule & timeline
- Vision working group
- UDS and Pier 7 boardwalk
- Summer workshops
- Project branding



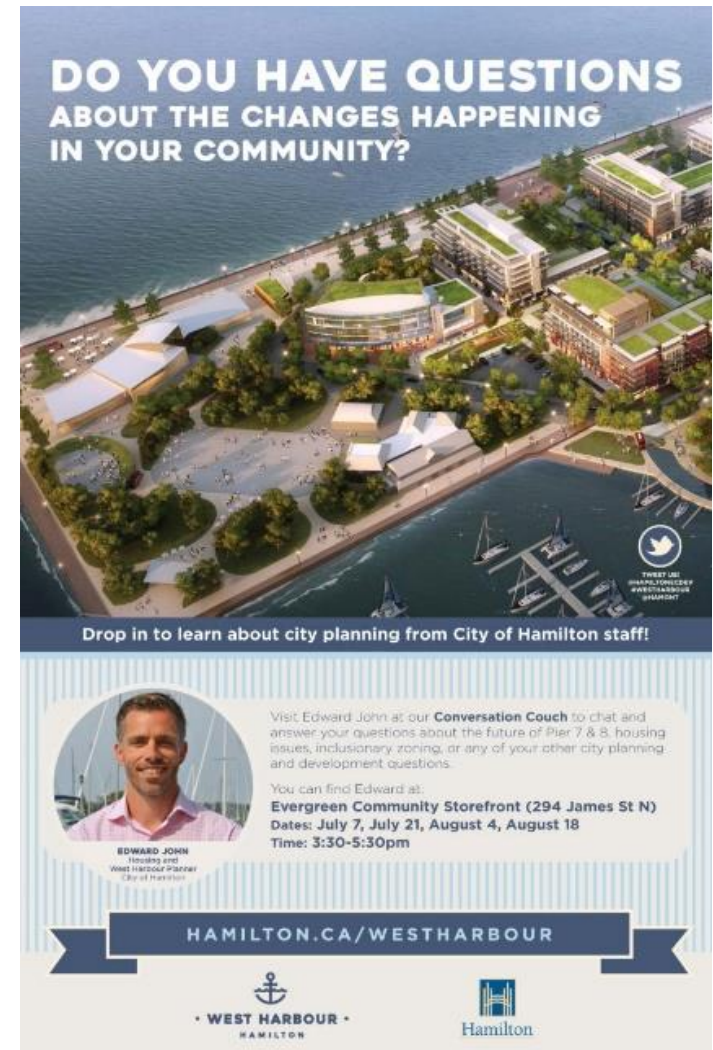
Phase 2: Testing and Implementation Year in Review



- **Community Storefront at 294 James Street North**
 - 20,000+ engaged on West Harbour challenges and opportunities
 - 1,000+ social media followers
 - 180+ user groups and organizations
 - 20+ volunteer animators
- **Monthly West Harbour Community Conversation Meetings**
 - Hosted at 294 James Street North
 - On-going opportunity for staff and resident dialogue and information sharing with regularly re-occurring date

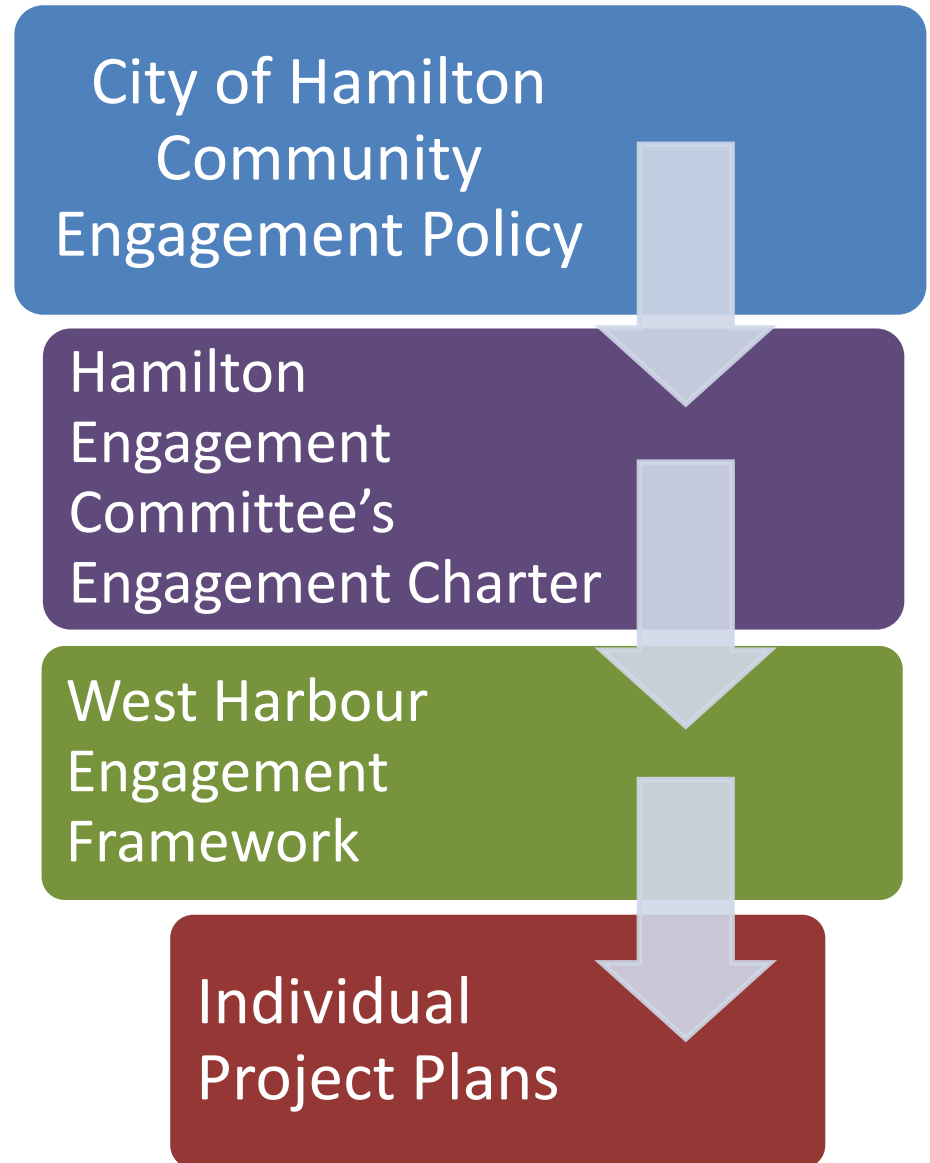
Phase 2: Testing and Implementation Year in Review

- **Central Contact**
 - Interim measure while web updates implemented
 - Dispatch service
 - Special Advisor, Community Engagement Staff role
- **Online Engagement**
 - 500+ person mailing list developed
 - www.Hamilton.ca/westharbour
 - Online staff directory
- **Pop-up Activities**
 - 30,000+ engaged across the City
 - 290+ temporary 'urban interventions' in every Ward of Hamilton as part of 100in1Day



Phase 3: Evaluation and Recommendations

- Ongoing evaluation following engagement activities (May 2015 – April 2016)
- Development and presentation of proposed Engagement Framework (April)
- Online survey (May-July)
- ‘Conversation Couch’ focus group discussions (November)





WEST HARBOUR COMMUNITY ENGAGEMENT FRAMEWORK

Prepared by
Evergreen Citywork

WEST HARBOUR BOUNDARIES



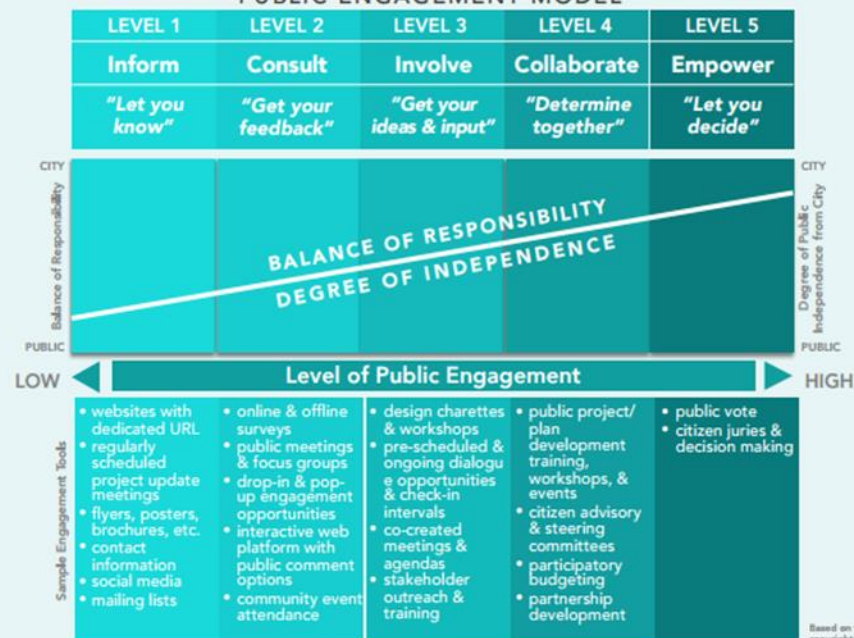
294 JAMES STREET NORTH STOREFRONT



PIERS 6, 7 & 8



PUBLIC ENGAGEMENT MODEL



GOALS

OUTCOME
What do we want to achieve?

MEASUREMENT
How will we know?

TIMEFRAME
When will it happen?

1. O/M/T

2. O/M/T

3. O/M/T

4. O/M/T

RESULTS

What did we actually achieve?

OUTCOME
MEASUREMENT
TIMEFRAME

1. O/M/T

2. O/M/T

3. O/M/T

4. O/M/T

PARTICIPATING GROUPS*

SEA CADETS LEANDER BOAT CLUB BENETTO & HESS STREET ELEMENTARY SCHOOLS PUBLIC HEALTH HAMILTON WATERFRONT TRUST HAMILTON CHAMBER OF COMMERCE STRATHCONA COMMUNITY COUNCIL ENVIRONMENT HAMILTON

NORTH END NEIGHBOURS HARBOUR WEST NEIGHBOURS ROYAL HAMILTON YACHT CLUB SOCIAL PLANNING & RESEARCH COUNCIL CENTRAL NEIGHBOURHOOD ASSOCIATION BEASLEY NEIGHBOURHOOD ASSOCIATION CITY HOUSING HAMILTON JAMESVILLE HUB HAMILTON PORT AUTHORITY NORTH HAMILTON COMMUNITY CENTRE



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FOUNDATION

FUNDING PARTNERS



PARTICIPATING GROUPS*
This is not intended as a comprehensive list, since many other community groups made use of the Evergreen storefront space for topics other than the West Harbour.

Key Survey Results

- All tested tools identified as **“Valuable”**
- Common resident suggestions include:
 - Open & transparent online discussion forum;
 - Inclusive stakeholder committee(s);
 - Collaboratively planned & delivered sessions;
 - Live-recording & live-streaming of meetings;
 - Consultant, Topic Specific, & Community Forums/Open Houses;
 - More frequent, early, & community-led engagement with City & decision-makers;
 - Traditional media – radio, posters, TV, etc.



Key Survey Results

- Desire for greater partnership, trust, & collaboration
- Majority of participants indicated a greater awareness and understanding of West Harbour projects and ways to get involved
- High levels of appreciation for City staff willingness to listen & provide opportunity for dialogue and conversation, but variable staff willingness
- Majority of people felt they had little to no impact on decisions, regardless of increased awareness



West Harbour Community Engagement Observations & Recommendations



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Observations

- All stakeholders have a **duty to engage** – not just staff
- Without clearly communicated **goals** of engagement, participation can feel meaningless and endless
- Goals help to determine the **level of engagement required**
- **Investment in previous levels of engagement is crucial** in order to move to through the spectrum – i.e. can't effectively consult without providing information about what is being consulted on first



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Observations

- On-going & **consistent dialogue** and communications reduce tension and mistrust
- Engagement requires a **broad diversity of tools**
- There are lots of opportunities for **testing of new approaches & learning by doing**;
- **Regular check-ins and evaluation** help to clarify process, success, and areas of improvement
- Need to link **local** and broader **city-wide** engagement
- Opportunity for residents and stakeholders to play **advisory role** to City staff and **bridge the gap** between community and City



1. Equitable access to correct, timely, and consistent opportunities for information and dialogue is a shared priority

- Information and communication channels – both internally for staff and externally between staff and residents – need investment
- An interactive platform for online engagement can be piloted to improve the multi-directional flow and visibility of information
- Regular opportunities for staff and stakeholder dialogue should continue, collaboratively planned

2. City projects should have clearly established goals and objectives for engagement, outlined at the beginning of a project or process

- Goals of engagement that are based on a desired outcome, measurable, and time-bound must be established before any engagement should take place
- The level or type of engagement needs to be clearly articulated at the very beginning of any project
- Staff and hired consultants need improved capacity to deliver meaningful engagement (i.e. shared training or toolkit resources)

3. A diverse set of engagement tools are required for a diversity of participation

- A minimum of **3 tools** should be used for **each level** of engagement being sought
- On particularly complex projects, stakeholder committees should be formed but need collectively developed Terms of Reference
- Dedicating time to hosting creative, informal, and pop-up activities or attending community events are critical to engage the ‘unengaged’

In Conclusion:

Meaningful engagement can be time-consuming and messy, but the benefits much out-weigh the costs:

- Staff receive more fulsome information from a diversity of sources
- Councillors have greater confidence when making decisions
- The community benefits by lending their knowledge and increasing dialogue between staff and stakeholders, improving trust, collaboration, and a sense of ownership
- Hamilton benefits as a whole by ensuring that all decisions are made with the greatest amount of information available from a diversity of sources



What's Next?

- City of Hamilton staff developing Engagement Policy framework for engagement
- Continued operation of Community Storefront at 294 James Street North
- Evergreen Mid-Sized Cities expansion
- 100in1Day on June 3rd, 2017...

...stay tuned for more!



Thank you!

Questions / Comments?

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