

INFORMATION REPORT

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| TO: Mayor and Members General Issues Committee | WARD(S) AFFECTED: CITY WIDE |
| COMMITTEE DATE: February 15, 2012 | |
| SUBJECT/REPORT NO: Neighbourhood Development Strategy (CM11007(b)) (City Wide) (Outstanding Business List Item) | |
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Council Direction:

On June 6, 2011, General Issues Committee amended the recommendations to report CM11007 (dated May 9, 2011), adding subsection (f), which read as follows:

“That staff be directed to report back/present on the following issues in the Fall of 2011:
(i) matrix of tangible deliverables
(ii) governance structure policies
(iii) projected accumulated overall costs.”

Report CM11007, as amended, was approved by Council on June 15, 2011. This information report is being provided in order to address recommendation (f). Upon receipt of this report, this item should be removed from the General Issues Committee Outstanding Business List.

Information:

In September 2010 Council approved a neighbourhood initiative that focused on two key aspects, specifically: a) improving “Code Red” neighbourhoods and b) better integration and focus between the City and community actions at a neighbourhood level. Report CM11007 outlined the various components of the Neighbourhood Development Strategy. An Information Update (dated July 11, 2011), circulated to Members of Council on July 15, 2011, identified the neighbourhood selection criteria, noting that the initial neighbourhoods selected for work to commence in 2011, were Keith (Ward 3), Stinson (Ward 2) and the Stadium “precinct” (Ward 3). That same Information Update identified that work would commence in the neighbourhoods of Beasley (Ward 2), McQuesten (Ward 4) and Rolston (Ward 8) in 2012. It is important to note that in addition to the six neighbourhoods identified above, a total of 11

neighbourhoods are currently being supported through this initiative as a result of a partnership with the Hamilton Community Foundation (HCF).

Report CM11007(b) provides details in regards to progress made to date, overall Neighbourhood Development Strategy deliverables, governance structure and costs, as requested.

(i) Deliverables

Neighbourhood initiatives, to support the above noted two key aspects, are well underway. These include the:

- deployment of Community Development Workers into priority neighbourhoods;
- development of resident led asset based neighbourhood plans; and
- leveraging of strategic investments in support of neighbourhood priorities.

A matrix describing the above initiatives, including the expected outcomes, measurements and lead, is included as Appendix A to report CM11007(b).

Community Development Workers

Community Development Workers (CDW) provide support to residents, businesses and organizations, helping to connect people to their neighbourhoods. In addition, the CDWs are instrumental in the development and implementation of neighbourhood action plans. Through a partnership between the City of Hamilton, Hamilton Community Foundation (HCF) and Hamilton Best Start, funding for five CDWs has been secured. The CDWs are employed by community organizations and have been placed in neighbourhoods identified by the City's neighbourhood strategy and/or the HCF's neighbourhood Tackling Poverty Together II: Building Strong Communities Initiative. The City's Neighbourhood Development Office co-ordinates the work of the CDWs.

Development of neighbourhood plans

To date, significant progress has been made in the Keith and Stinson Neighbourhoods around the engagement of the neighbourhood and the development of resident-led asset based neighbourhood plans. For both neighbourhoods, through facilitation from the Neighbourhood Development Office and Planning and Economic Development, Neighbourhood Action Planning Teams, comprised primarily of residents, have approved their Terms of Reference. These Neighbourhood Action Planning Teams have completed asset mapping exercises, have developed a vision for their neighbourhood and are currently developing priorities and actions at a neighbourhood level. A neighbourhood engagement process is underway to ensure that there is broader community support for these priorities. It is anticipated that reports will be brought forward to Council, identifying the neighbourhood vision, priorities and quick-wins, for both the Keith and Stinson Neighbourhoods in summer 2012. In addition, a

similar planning process will begin in Beasley, McQuesten and Rolston neighbourhoods. Each of these neighbourhoods has already been assigned a Community Development Worker, with progress underway to the co-ordination of resident-led initiatives. The development of resident led asset based neighbourhood plans in these three neighbourhoods will be completed in late 2012 or early 2013.

The creation of a multi-sectoral advisory committee for the Stadium “precinct” was approved by the Pam Am Stadium Precinct Subcommittee. To support the planning work of this advisory committee, Council approved funding to hire a planning consultant. Through a Request for Quotations (RFQ) process undertaken by the City Manager’s Office, the firm of Rossetti was retained by the City to assist in the development of a comprehensive community plan. Council, through the Pan Am Stadium Precinct Subcommittee, will be kept informed of progress being made within this neighbourhood, as key milestones are met. This comprehensive planning process will also link with existing neighbourhood planning that is occurring through the South Sherman Hub.

The progress of the Neighbourhood Development Strategy has depended on the support received from internal City of Hamilton staff. Every department, as well as the Hamilton Public Library and Hamilton Police Services has been actively involved in different components of the strategy, bringing a variety of skill sets and talents to the collective table. From facilitation to mapping to graphics support to implementing “early wins” in neighbourhoods, each staff person involved has brought their enthusiasm and willingness to help to this initiative. In total, 42 staff have been involved to date.

Leveraging investments to support of neighbourhood priorities

Neighbourhood changes will take place over time as a result of a number of components and partnerships. To date, the Neighbourhood Development Office has been vital in bringing together a number of partners to participate in this initiative. The Hamilton Community Foundation and Hamilton Best Start, through their support of the Community Development Workers, is but one example.

In advance of the completion of the neighbourhood action plans, other activities are occurring to support neighbourhood development. For example, this past summer the Hamilton Conservatory for the Arts engaged nearly 500 children across a number of neighbourhoods in an arts based program that focussed on neighbourhood change. The CDW in the Keith neighbourhood has worked with the Neighbourhood Action Planning Team to organize a children’s seasonal craft activity and celebration event at Eva Rothwell Centre and North Central Park. The Recreation Division and Public Works staff have worked to clear the outdoor space around the Central Memorial Recreation Centre, once it was identified as a community asset in the Stinson neighbourhood.

Evaluating the impact of investments and engagement

As stronger engagement occurs in neighbourhoods and priorities for investment are identified it is important to monitor and evaluate the changes that occur as a result of the neighbourhood initiative. To accomplish this, a series of partnerships have been developed.

The Neighbourhood Development Office is partnering with McMaster University (MAC) to track changes over time through neighbourhood surveys. These surveys are being randomly conducted in each priority neighbourhood and those selected to participate will provide baseline data this year with a follow-up planned for each participant at 2 year intervals. This neighbourhood-based longitudinal survey is the first of its kind in Hamilton. The measurements will focus on people-based outcomes such as health, education, civic participation; and, place-based outcomes such as physical environment, safety and economic development. Currently, the MAC Hamilton Neighbourhood Study (HNS) has been initiated in the Stinson neighbourhood and will begin in the Keith neighbourhood in spring 2012. It is anticipated that the MAC HNS will commence in the Stadium “precinct”, Beasley, McQuesten and Rolston neighbourhoods in spring/summer 2012.

McMaster University is also partnering with the Neighbourhood Development Office and the City’s Planning and Economic Development Department, under the Vision 2020 framework. Through the monitoring of change using existing indicators, progress will be evaluated related to the creation of healthy and sustainable neighbourhoods.

The Neighbourhood Development Office is working with the Social Planning Research Council (SPRC) to develop a monitoring methodology for the actions identified in each neighbourhood action plan. This will include monitoring the neighbourhood action plans, documenting the process of implementing the actions, and noting the successes and constraints to the achievement of success.

The final component of evaluation involves a partnership between the HCF and the University of Toronto to evaluate the effectiveness of the community development approach in supporting neighbourhood change. Using an outcome mapping approach to follow the activities of the CDWs, this evaluation will illustrate how CDWs build neighbourhood capacity and will assist in providing a business case for the continuation and possible expansion of CDWs in Hamilton.

Each of the above noted partnerships, with their unique role in the Neighbourhood Development Strategy, will provide support to the overall initiative and to each other. This strong and coordinated partnership will be supported through the leadership of the Neighbourhood Development Office.

(ii) Governance Structure

As noted in report CM11007, the overall Neighbourhood Development Strategy will vary depending on the component of the Neighbourhood Development Strategy. Internally, governance begins in the Neighbourhood Development Office and flows through the Senior Management Team (SMT) to Council.

The Neighbourhood Development Office plays a lead role in convening and facilitating the work of the Neighbourhood Action Planning Team (NAPT), with support from Planning and Economic Development. The NAPT interacts with the broader neighbourhood to establish the Neighbourhood Action Plan. The Neighbourhood Action Plan will consist of a vision, key priorities, and concrete actions including quick-wins, which will be vetted through the neighbourhood and then presented to Council for their information. The Neighbourhood Action Planning Team will also identify responsibility for the implementation of the actions in the Neighbourhood Plan.

When the Plan determines that responsibility lies within the City (i.e. the allocation of matching funds towards the implementation of a priority or the need for a change in policy to address a community issue), the Neighbourhood Development Office will bring forward reports to Council for their consideration. The Neighbourhood Development Office and SMT will work together closely throughout the process.

This governance structure is depicted in Appendix B to report CM11007(b).

(iii) Projected Accumulated Overall Cost

During the presentation of the Neighbourhood Development Strategy in June, 2011 the question was raised regarding the projected costs of neighbourhood development. While this strategy is in its infancy, the following provides some indication of projected costs.

Neighbourhood Development Office

The Neighbourhood Development Office staffing and operating budget is supported through a reallocation of existing resources and as such is operating under a sustainable model. Because the Neighbourhood Development Office plays a coordination role, its activities are delivered through collaboration with staff from other departments. Public Health and Planning and Economic Development have been instrumental in providing staff support to the Neighbourhood Development Office to facilitate neighbourhood planning. As well, staff from other departments are engaged in the planning process and have already begun to support the development of solutions to community issues. These staff will be critical to the implementation of some of the priorities outlined in the neighbourhood plans. As noted at the beginning of this report, a key objective of the neighbourhood strategy was the integration of existing neighbourhood services and supports across City departments. Examples of this, such as the housing of a CDW at a Recreation Centre, have already occurred.

Evaluation

As outlined above, the evaluation of the neighbourhood initiative is extensive and covers all the layers of the strategy. The partnerships forged with Universities, the Hamilton SPRC and our own staff ensures that much of the funding for evaluation comes from outside sources. In addition, the Vision 2020 indicators work will provide key measures of change from data sets that are easily sourced and do not require new resources for future monitoring.

It is important to note that some investment in evaluation has already occurred. Following the approval of report CM11007, the City entered into an agreement with McMaster University and provided \$86,000 to support the initial phase of the Hamilton Neighbourhood Study project. This investment leveraged matching funding to complete the work.

Moving forward it is also likely that some level of investment by the City will be necessary to ensure that this initiative monitors change and evaluates the effectiveness of our interventions. While partnerships will fund the majority of these activities, it is projected that \$50,000 per year (on average) should be allocated to on-going evaluation and dissemination of results.

Neighbourhood Projects

To date, the reserve fund approved by Council to support the neighbourhood development strategy has not been utilized to fund any neighbourhood projects. While planning is on target, neighbourhood plans have not yet been developed; therefore, it is not possible to project what resources will be required. Neighbourhoods are aware that the current reserve is \$2.0M and that investments would be spread across all priority neighbourhoods.

There is no doubt that some neighbourhood priorities will require resources beyond the capacity of the reserve fund; however, these larger scale priorities can be used to shape future capital and operating budgets within City departments. There is already evidence that this is occurring. For example, resources have been allocated through the “Downtown Block” to support improvements in the downtown priority neighbourhoods and to support an integrated approach to providing care to individuals in the downtown core.

Projects that target the current reserve for implementation will be brought forward to Council for their endorsement and approval.

| Deliverable | Expected Outcome | How Measured | Lead |
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| Community Development Workers | <ul style="list-style-type: none"> • Resident engagement in the planning and implementation of Neighbourhood Action Plans • Empowerment of neighbourhood residents (greater sense of place) • Cross-pollination of ideas among neighbourhoods • Sustainable neighbourhood development program | <ul style="list-style-type: none"> • A developmental evaluator will work with Community Development Workers to develop vision, approach and strategy for community development work • Progress monitoring to include: journal, progressive markers, interviews • Data analysis and reporting | <p>Hamilton Community Foundation</p> <p>Dr. Sarah Wakefield, University of Toronto</p> |
| Neighbourhood Action Plans | <ul style="list-style-type: none"> • Development of resident-led asset based planning teams • Terms of Reference • Development of Neighbourhood Action Plans which includes: neighbourhood profile, vision, objectives, actions and work plan • Engaged neighbourhood • Identification of priorities • Identification of responsibility of actions | <ul style="list-style-type: none"> • Planning process measured through developmental evaluation • Hamilton Social Planning and Research Council to develop monitoring methodology for each action item in each plan. Monitoring will include implementation (successful or not), barriers to implementation, lessons learned | <p>Hamilton Social Planning and Research Council</p> |
| Investments / Neighbourhood Change | <ul style="list-style-type: none"> • Physical improvements to neighbourhoods • Enhanced programs, services and community approaches to improve individual health, social and economic outcomes • Increased investment in neighbourhoods (public, private and philanthropic) | <ul style="list-style-type: none"> • Hamilton Neighbourhood Study (survey) • Key indicators | <p>McMaster University</p> <p>City of Hamilton – various departments</p> |

Neighbourhood Development Governance Model

