



# Neighbourhood Development Strategy





# The Community Gathers - May, 8<sup>th</sup> 2010





## How Did We Get Here?

- Code Red series sparks conversations about disparities in neighbourhood outcomes
- September 2010 Council approves the development of a neighbourhood initiative
- October 2010 Council commits \$2,000,000 in reserve funds to support objectives within the neighbourhood initiative
- November 2010 staff position hired in City Manager's Office
- June 2011 Council approves strategy





## Why a Neighbourhood Development Strategy?

- We know that health, social and economic outcomes differ across neighbourhoods in Hamilton
  - In some cases these differences are significant and impact our future prosperity as a City
- We also know that all our neighbourhoods have tremendous assets – places, people, associations, institutions, economic opportunities
  - Large investments of financial and human resources are also being made in our neighbourhoods





## Hamilton's Neighbourhood Development Strategy Includes:

- Activities that are guided by best practices from other communities
- Approaches that will allow us to measure changes in outcomes over time
- Structures and governance that will help leverage resources and align actions







## What We Learned from Successful Neighbourhood Development Approaches in Other Cities:

- **Community development workers** are critical human resources that support relationship building at the neighbourhood level
- Neighbourhood planning should be **comprehensive and holistic**
- A **multi-sectoral approach** is key
- Planning must be **inclusive and resident led**
- Plans must focus on the **long-term**
- **Investment is required** to implement neighbourhood



# Neighbourhood Development Strategy

## Activities



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# Neighbourhood Development Activities

1. **Putting more community development “boots on the ground”** – working with our partners to create an integrated team of community development workers.
2. **Resident-led neighbourhood planning** – begin comprehensive resident led planning in neighbourhoods.
3. **Increase neighbourhood investment to address opportunities identified in the neighbourhood planning process** – leverage funding where possible and directly invest new resources when it can move an identified priority forward.
4. **Build new investment partnerships with senior levels of government** – fully explore the possibilities of developing an Urban Development Agreement to increase the health, social and economic outcomes of neighbourhoods.





# Neighbourhood Development Strategy

Priority Area





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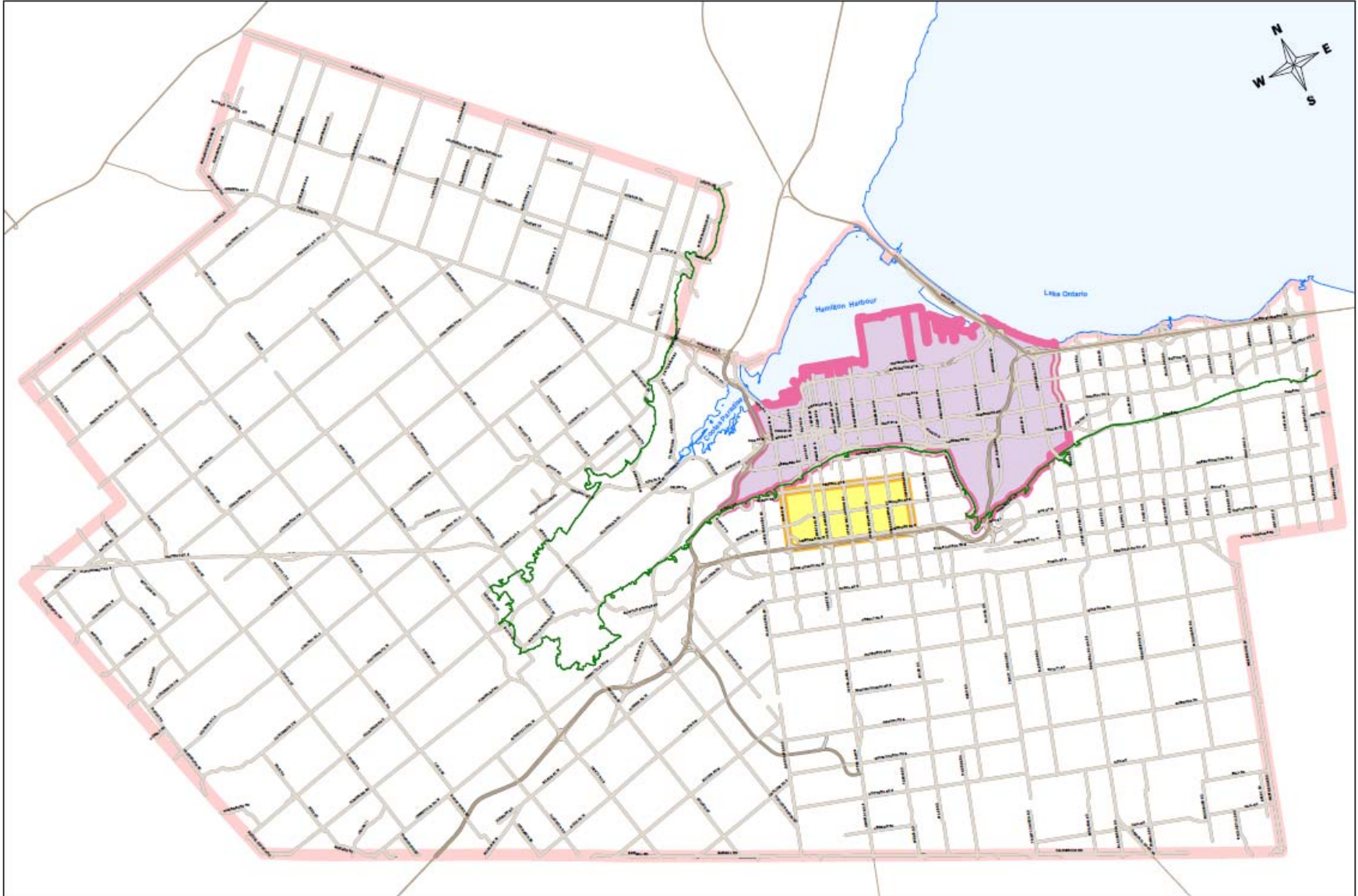


# Neighbourhood Development Strategy Priority Area Map

Monday May 9th  
City of Hamilton

### Legend

-  Lower City Priority Area
-  Upper City Priority Area





Hamilton

# Neighbourhood Development Strategy

## Priority Area Map

Monday May 9th

City of Hamilton



Legend



Lower City Priority Area







# Neighbourhood Development Strategy

## Priority Area Map

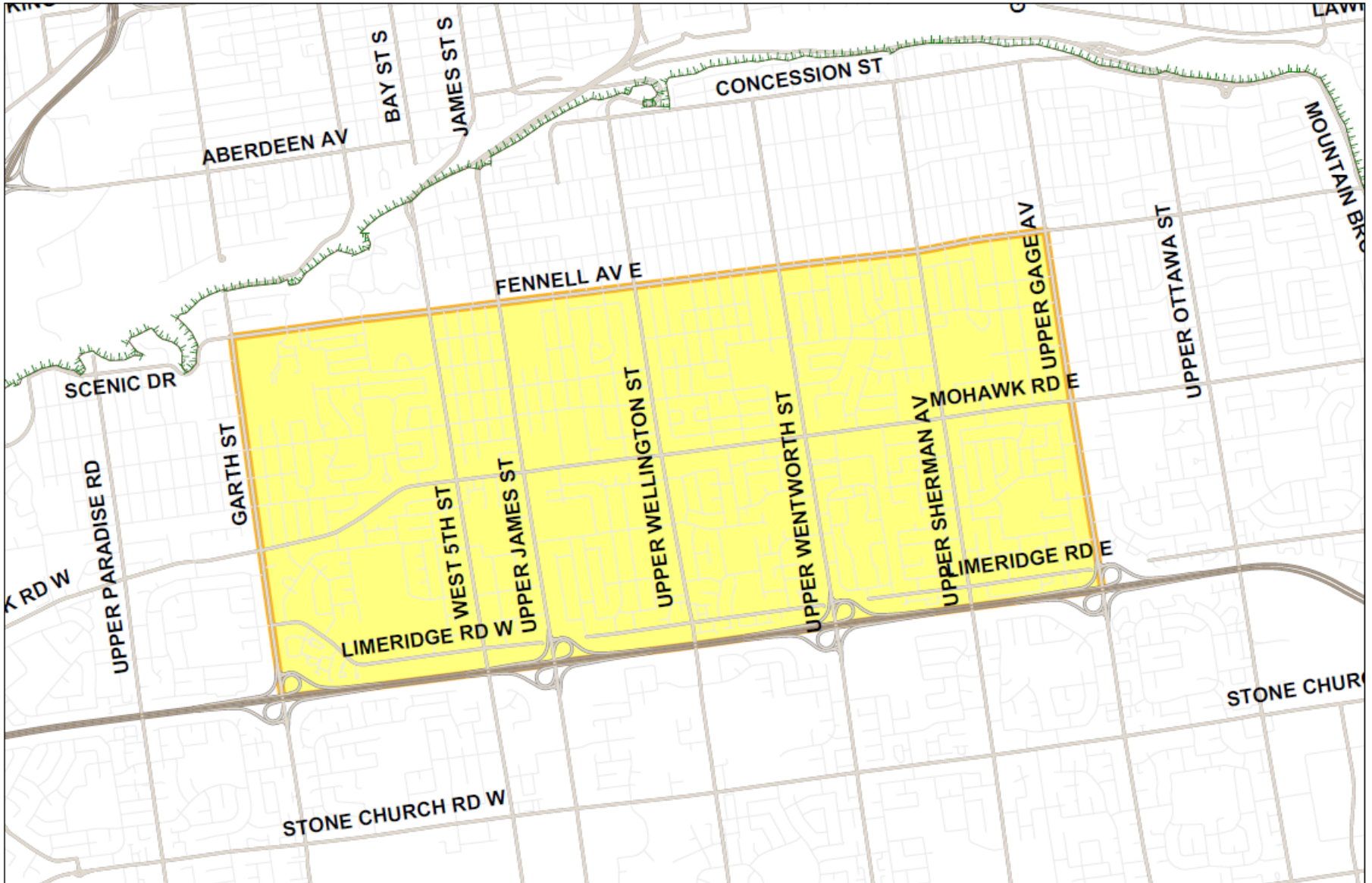
Monday May 9th  
City of Hamilton



Legend



Upper City Priority Area





## Working in the Priority Area

- There are about 50 neighbourhoods in the priority area as shown on the maps...too many to tackle all at once
- Within the priority area specific neighbourhoods were selected to begin development work
- In 2011 three neighbourhoods were selected
- Criteria for selecting neighbourhoods will be based on a number of conditions for success...not on the relative ranking of neighbourhoods





## The Neighbourhoods - 2011

- Keith Neighbourhood – North End
- Stinson Neighbourhood – South of Downtown
- Stadium “Precinct” – neighbourhoods that surround the Stadium







## The Neighbourhoods - 2012

- Beasley Neighbourhood –  
Downtown Core
- McQuesten Neighbourhood –  
East End
- Rolston Neighbourhood –  
Hamilton Mountain





## So What Will Happen in Selected Neighbourhoods?

- Increased involvement of community development worker
- Engagement in a resident-led neighbourhood planning process
- Opportunities for residents, businesses and other key stakeholders to access funding to implement neighbourhood initiatives
- All of the above work is built on a model of Asset Based Community Development (ABCD)



# Neighbourhood Development Strategy

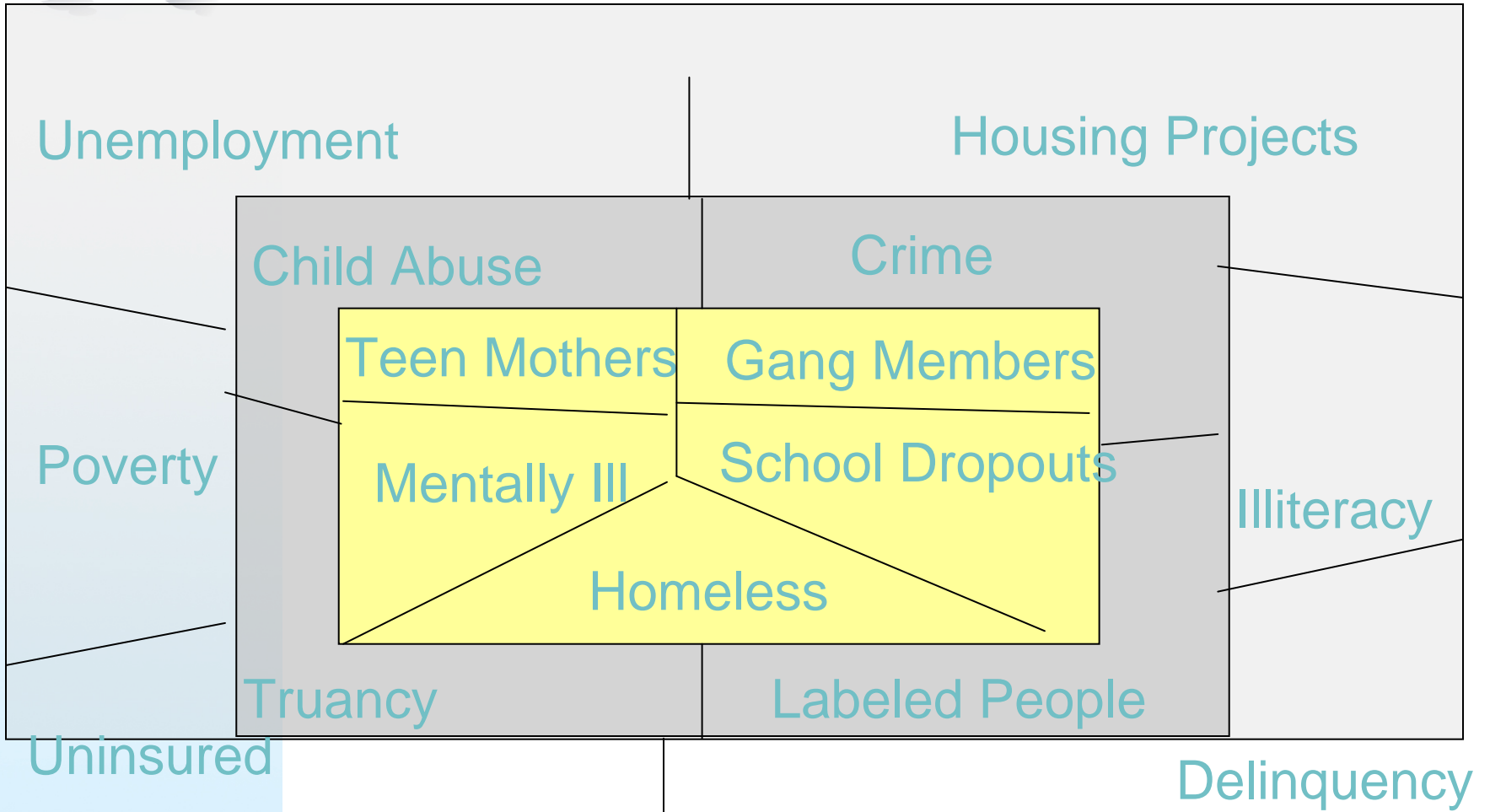
Focusing on Assets and Strengths



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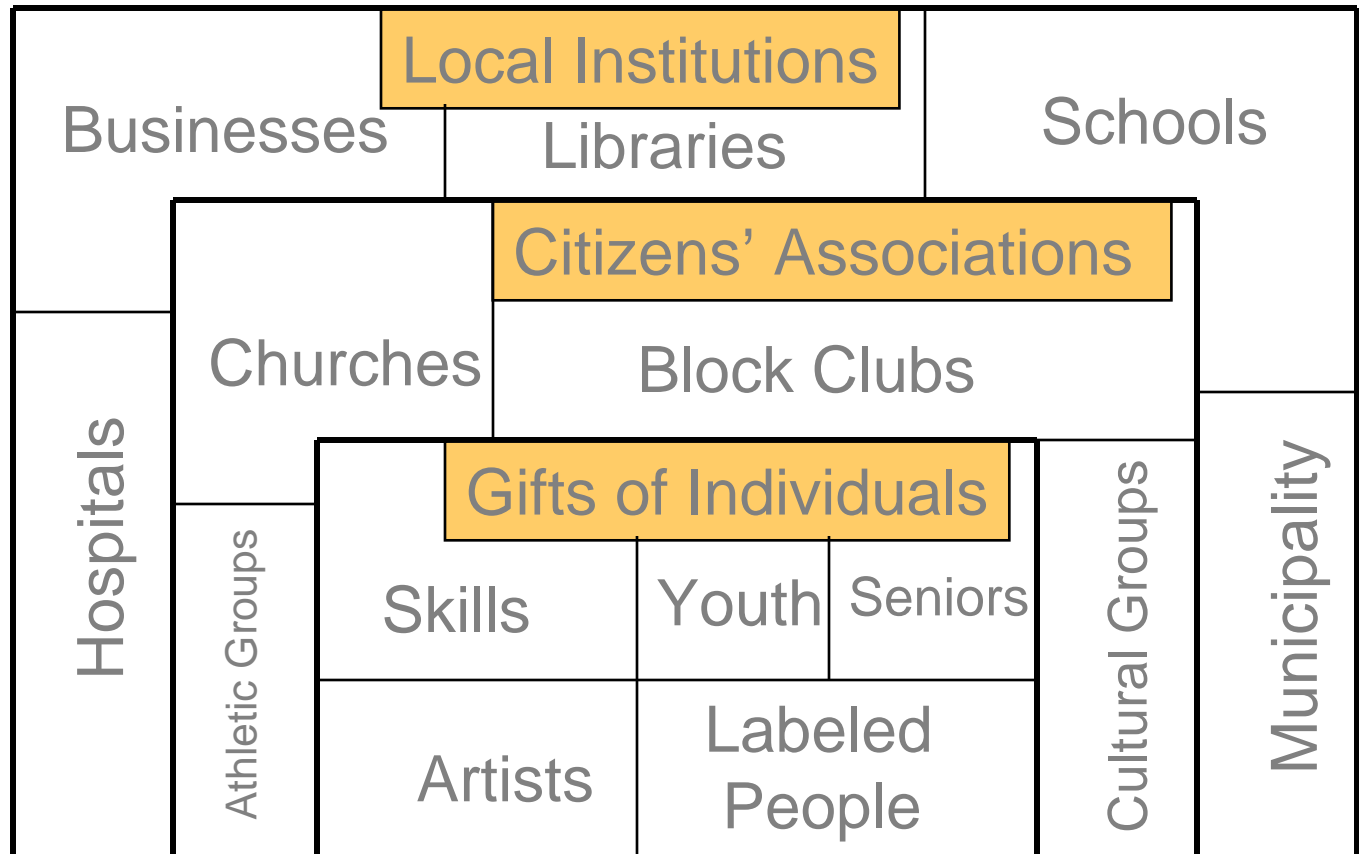


# The Old Model: A Needs Map





# ABCD in Action: An Asset Map





# Translating Assets and Strengths into Plans for the Future

- Neighbourhood Planning will be led by residents and key stakeholders and will focus on tangible steps the group can take over the next 4 to 5 years to build a healthy neighbourhood
- The plans will be holistic taking into account the physical, economic, social, cultural, human and environmental opportunities in each neighbourhood...as such they are “Quality of Life” plans
- The City and other external partners will play a “technical support” role...helping the neighbourhood planning group develop solid business plans







# Working Together as City Staff: The Technical Support Team

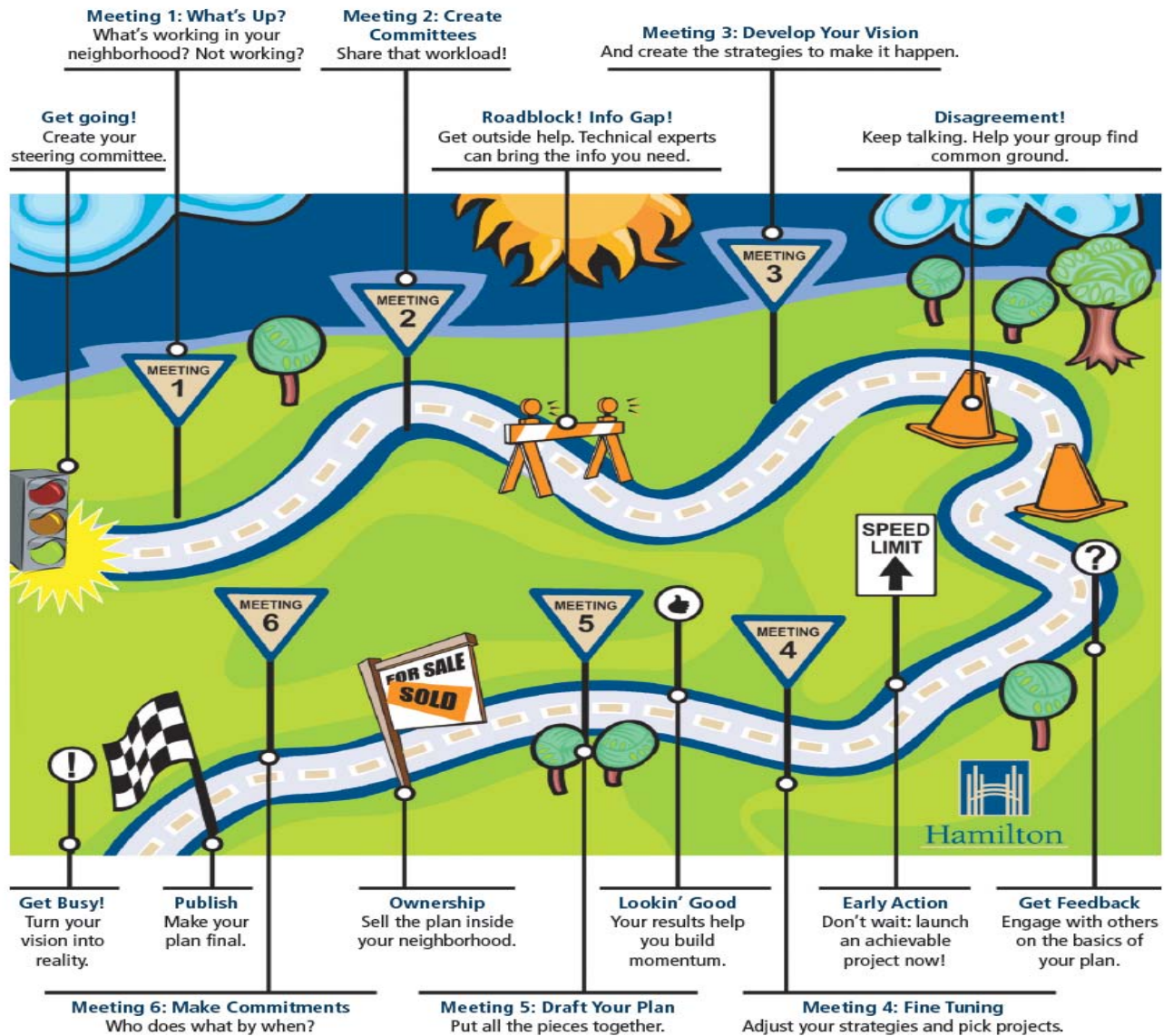
- Resources for this team will include staff from all aspects of the administration:
  - Land use planning
  - Economic development and employment (demand and supply)
  - Service delivery (recreation, health, transit, child care etc.)
  - Arts and culture
  - Events
  - Infrastructure
  - Finance – planning/budgeting
- The Neighbourhood Development office will also provide facilitative leadership and all administrative support to the process





# A Roadmap For Success!

Creating a quality-of-life plan is never a straight-line process: you'll encounter lots of twists, turns, detours, and roadblocks along the way. But getting to your destination isn't that hard when you have good information, processes, and support!





## What are the Anticipated Results?

- Detailed action plans with defined timelines and accountability
- Shared ownership among residents, key stakeholders, the City and the wider community and a commitment to put the plan into action
- Identification of policy level issues for further exploration and discussion
- Business plan that clearly articulates opportunities for investment by private, public and voluntary sector



# Neighbourhood Development Strategy

Investing in our Great Neighbourhoods



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# Investing in Neighbourhoods

- Primary goal through planning process is to ensure current and planned investments are delivering high impact results
- Neighbourhood reserve funds would augment current work or fill in the gaps when other investments are not available
- Funding will be available for both “early action” projects and larger-scale initiatives



# Neighbourhood Development Strategy

## Measuring Outcomes



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# A Framework for Measuring Change Over Time

## Neighbourhood Assets

- Physical
- Economic
- Social
- Cultural
- Human
- Environmental



## Neighbourhood Plan

Alignment  
Commitment  
Resources



## Place Based Outcomes

- Physical environment
- Safety and security
- Economic development
- Sense of community

## People Based Outcomes

- Education
- Employment / Income
- Health
- Civic engagement



# Neighbourhood Development Strategy

Aligning Resources to Deliver Results



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## Doing our Work More Strategically

- **Neighbourhood Office** acts as secretariat (communications, reporting, outcome measurement, managing neighbourhood planning process)
  - Supported through alignment of staff from Public Health, Community Services and Emergency Services
- **Management level committee** – building alignment among partners and identifying policy related issues for further discussion
  - Supported by staff from departments and agencies
- **Operational level committee** – address delivery issues and coordinate on-the-ground issues
  - Supported by staff from departments and agencies





# Working with our Community Partners

- We are not undertaking neighbourhood development alone
- Tremendous opportunity to align and leverage the collective work in Hamilton
- It is happening already
  - McMaster University
  - Hamilton Community Foundation
  - Community Collaboratives
- Much more is possible...





# Opportunities to Work Together

- Education is critical for the success of neighbourhoods and its residents
- The overlap of the Neighbourhood Initiative and the ARC process provides opportunity to explore future possibilities together
- Question is “what might we be able to leverage by working together to revitalize neighbourhoods”





# Thank You

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