

SOCIAL DEVELOPMENT PLANNING IN RIDEAU HEIGHTS, KINGSTON

School of Urban and Regional Planning
Queen's University



Front Cover Images sourced from City of Kingston Housing Department.

SOCIAL DEVELOPMENT PLANNING IN RIDEAU HEIGHTS, KINGSTON

**School of Urban and Regional Planning
Queen's University**

December 2015

Project Team:

Michael Ayalew - Tyler Duval - Kirsten Eaton - Christina Fung
Elias Khawaja - Kyle Pakeman - Mark Pedersen - Konstantine Polyzois
Danna See-Har



This page intentionally left blank

ACKNOWLEDGEMENTS

Foremost, the project team would like to thank our instructor, Dr. Patricia Collins, for her guidance and expertise in the development of this report. We would also like to extend thanks to our peers and faculty at the Queen's School of Urban and Regional Planning. We are grateful for your continuous feedback and support.

Further, we would like to express our gratitude to everyone that supported our investigation, notably case study interviewees. Additionally, the Rideau Heights Tenant Advisory Group, Jody Riddle and Mary Lynn Cousins Brame of the Kingston & Frontenac Community Housing Corporation, and City of Kingston Department of Housing and Social Services staff members provided critical information in the development of this report. Your participation and contributions to our research were invaluable. Finally, we would specifically like to acknowledge our coaches Ali Ryder and John Henderson for their time and support throughout this process, and the City of Kingston for their financial support.

THE PROJECT GROUP



Back row (left to right): Danna See-Har, Konstantine Polyzois, Elias Khawaja
Middle row (left to right): Tyler Duval, Michael Ayalew, Kyle Pakeman, Mark Pedersen
Front row (left to right): Christina Fung, Kirsten Eaton, Dr. Patricia Collins (Instructor)

EXECUTIVE SUMMARY

INTRODUCTION

The City of Kingston, Ontario is vibrant and attractive, yet areas with pronounced disinvestment and concentrated poverty persist. The neighbourhood of Rideau Heights hosts the largest aggregation of social housing units in Kingston, and its residents experience very low incomes and levels of educational attainment. The City of Kingston is currently undertaking a rejuvenation of the neighbourhood, through the *Rideau Heights Regeneration Strategy*. This endeavour seeks to improve neighbourhood design, housing stock, and parklands, and create a more welcoming and liveable built environment. To augment this strategy, the City of Kingston is considering the creation of a social development plan for Rideau Heights, which would structure the improvement of social servicing, human capital, and community cohesion in this challenged neighbourhood. This report investigates the facets of this practice, its application in other jurisdictions, and ultimately its appropriateness in Rideau Heights.

CONTEXT

Rideau Heights was originally settled in the early 1940s, populated by low-income residents attracted by depressed land values. The neighbourhood was exceedingly isolated when settled, lying 3.5 kilometers north of downtown Kingston (*Figure 1*), a condition that is slowly being ameliorated as commercial development occurs and transit service is enhanced. The community is intensely stigmatized by city residents, regarded as a socially reliant, low-income, crime-ridden neighbourhood. The negative image of the neighbourhood that pervades in Kingston damages integration efforts and creates faults between Rideau Heights residents and Kingston residents beyond the neighbourhood. The population of Rideau Heights is younger than that of greater Kingston, and youth are routinely faced with poor access to recreational opportunities. The neighbourhood is dominated by public and subsidized housing stock, much of which is in poor repair. Rideau Heights will be physically revitalized through the *Regeneration Strategy*, but requires additional efforts if the long-existent social challenges of the community are to be defeated.

Figure 1:
Rideau Heights
neighbourhood
in relation to
downtown
Kingston.

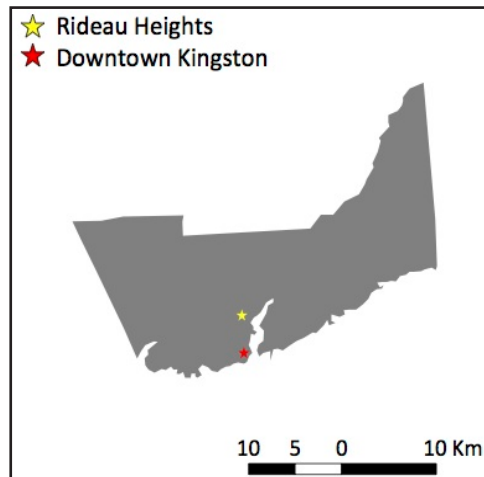


Figure 2:
Aerial photo of
Rideau Heights
identifying
neighbourhood
boundaries.



DEFINITION

Social development planning is understood as the creation of a community plan that seeks to enact change and improve the community beyond the built environment. Academics and practitioners are becoming aware of the shortfalls experienced when rejuvenation efforts are restricted to simply a revitalization of built infrastructure. Comprehensive community improvement requires both physical and social investment, the recognition underlying the emergence of social development planning.

RESEARCH PROCESS

The research process undertaken in the development of this report began with the identification of three research questions:

1. What is social development planning?
2. Where and how is social development planning occurring in Canada and internationally?
3. What would social development planning in Rideau Heights look like?

The research process advanced with a review of academic literature to develop an understanding of social development planning as a concept. Next, document analysis, site visits, and a focus group exercise with residents of Rideau Heights informed our understanding of this distressed neighbourhood. Following this, case studies were selected in Canada, the United States, and the United Kingdom where social development planning has or is occurring, focusing upon neighbourhoods with similar demographic or geographic characteristics to Rideau Heights. Eight case studies were selected in total, each analyzed in a consistent and structured manner. A list of selected case studies is indicated in the table below, replete with date of establishment, and current status.

Table 1: Case studies selected, including date of establishment and current status.

Case Study	Established	Status
Lawrence Heights - Toronto, ON	2012	Ongoing
Regent Park - Toronto, ON	2007	Ongoing
Neighbourhood Action Strategy - Hamilton, ON	2012	Ongoing
Millican-Ogden - Calgary, AB	1998	Not Pursued
Downtown Eastside - Vancouver, BC	2014	Ongoing
New Communities Programs - Chicago, IL	2005	Complete
Yesler Terrace - Seattle, WA	2006	Ongoing
The Meadows - Nottingham, UK	2009	Ongoing

The findings emergent from case study analyses were ultimately synthesized and considered in the context of Rideau Heights to develop a list of procedural and thematic recommendations.

RECOMMENDATIONS

Two distinct types of recommendations were developed. The first, classified as *Social Development Planning Process Recommendations*, provides suggestions regarding four distinct components of plan creation and enactment. These are:

1. Stakeholders and Governance
2. Plan Development
3. Plan Implementation
4. Evaluation

The second variety of recommendations developed makes suggestions for addressing pressing and pervasive challenges in the Rideau Heights neighbourhood. Such challenges are captured within five *Themes of Interest*, indicated below:

1. Youth Engagement, Programs, and Education
2. Safety and Security
3. Service Coordination
4. Community Identity
5. Generational Poverty

A total of 33 recommendations have been made. A comprehensive list is provided in the following two tables below.

Table 2: RECOMMENDATIONS: SOCIAL DEVELOPMENT PLANNING PROCESS

STAKEHOLDERS & GOVERNANCE	
1	Identify key stakeholders to be involved in the social development planning process.
2	Decentralize power to local level to shift locus of control to Rideau Heights.
PLAN DEVELOPMENT	
3	Develop comprehensive framework, based on successful practices identified in case studies, for application in Rideau Heights.
4	Utilize Asset Based Community Development (ABCD), and a 'bottom-up' approach in Rideau Heights.
5	Establish planning team to connect with community and lead planning process.
6	Engage in community consultation to optimize results.
7	Identify stakeholders and timelines during planning process.
PLAN IMPLEMENTATION	
8	Implement accountability strategy to ensure milestones are reached as planned.
9	Develop communication strategy to ensure stakeholders are aware of progress and challenges.
10	Build greater institutional capacity.
11	Create sub-organizations to lead implementation of knowledge-intensive and resource-intensive projects and programs.
12	Plan for 'moving on' scenarios.
13	Leverage existing funding.
14	Seek new resources and partnerships on an ongoing basis.
EVALUATION OF IMPLEMENTATION AND OUTCOMES	
15	Practice 'Developmental Evaluation' throughout all phases of social development planning process.
16	Evaluate outcomes and compare results to pre-established goals.
17	Evaluate impact of social development plan and reception in neighbourhood.

Table 3: RECOMMENDATIONS: THEMES OF INTEREST

YOUTH ENGAGEMENT, PROGRAMS, & EDUCATION	
1	Form taskforce to aid youth in skill development, securement of employment, and volunteering.
2	Endorse existing programs and establish new programs to improve youth educational attainment.
3	Create welcoming and supervised youth spaces.
4	Provide local organized sports and activities.
SAFETY AND SECURITY	
5	Improve neighbourhood police presence.
6	Monitor crime hot spots and household waste dumping.
7	Inform and engage residents to keep the community clean and safe.
SERVICE COORDINATION	
8	Develop an effective information dissemination system for Rideau Heights residents. This may include an accessible and centralized service directory.
9	Encourage social service providers to co-locate and share physical spaces.
10	Improve cooperation with local post-secondary institutions for the betterment of the Kingston community, and enrichment of student experiences.
11	Coordinate social service agency efforts in pursuit of improved sectoral comprehensiveness, effectiveness, and financial efficiency.
COMMUNITY IDENTITY	
12	Create working group tasked with fostering community pride and strengthening sense of community.
13	Promote the Rideau Heights community, within and beyond the neighbourhood to reduce internal and external community stigmatization.
GENERATIONAL POVERTY	
14	Develop job services and essential skills training hub.
15	Cooperate with local post-secondary educational institutions to support residents in education endeavours.
16	Identify resident skills to utilize community talents for neighbourhood improvement.

CONCLUSION

The pursuit of social development planning in Rideau Heights, as an augmentation of the *Rideau Heights Regeneration Strategy*, will facilitate a more comprehensive, efficient, and lasting rejuvenation of this distressed neighbourhood. While the bricks and mortar approach initiated by the City of Kingston is commendable, the immense investment made in this endeavour will surely be furthered by the structure, coordination, and efficiency afforded by a social development plan. Such a pursuit will display that Kingston is not only committed to maintaining its built investments, but is also willing to invest in building a wholly better neighbourhood for its citizens. While Kingston aspires to be Canada's most sustainable city, it now also has an opportunity to lead the way in neighbourhood improvement, exemplifying its leadership not only in sustainability, but also in fiscal efficiency, innovation, and social progress.

This page intentionally left blank

Table of Contents

ACKNOWLEDGEMENTS.....	iii
THE PROJECT GROUP.....	iii
EXECUTIVE SUMMARY.....	iv
Introduction.....	iv
Context.....	iv
Definition.....	v
Research Process	vi
Recommendations	vii
Conclusion	x
1 INTRODUCTION TO THE PROJECT.....	1
1.1 Objective and Research Questions	2
1.2 The Research Process	3
2 UNDERSTANDING SOCIAL DEVELOPMENT PLANNING.....	5
2.1 Definition of Social Development Planning	5
2.2 Key Stakeholders.....	6
2.3 The Planning Process	7
2.4 Anticipated Outcomes	8
3 RIDEAU HEIGHTS NEIGHBORHOOD CONTEXT.....	9
3.1 Geographical Context.....	9
3.2 The Rideau Heights Regeneration Strategy	11
3.3 A Brief History of Rideau Heights	12
3.4 Neighbourhood Demographics	13
3.5 Understanding the Neighbourhood	16
4 CASE STUDIES IN SOCIAL DEVELOPMENT PLANNING.....	23
4.1 Case Selection Limitations	26
4.2 Lawrence Heights, Toronto, Ontario.....	27
4.3 Regent Park, Toronto, Ontario	32
4.4 Millican-Ogden, Calgary, Alberta.....	37
4.5 Neighbourhood Action Strategy, Hamilton, Ontario	42
4.6 The Meadows, Nottingham, United Kingdom	49
4.7 New Communities Program Chicago, Illinois, USA	54
4.8 Yesler Terrace, Seattle, Washington, USA.....	60
4.9 Downtown Eastside, Vancouver, British Columbia.....	65
4.10 Case Studies Conclusion.....	70
5 RECOMMENDATIONS.....	71
5.1 Social Development Planning Process	72
5.2 Addressing Themes of Interest	89
6 REPORT CONCLUSIONS & NEXT STEPS.....	105

References107

APPENDICES111

Appendix A: Rideau Heights & Surrounding Area Stakeholder Inventory112

Appendix B: Stakeholders and Governance Comparison.....118

Appendix C: Case Study Methods of Community Engagement.....119

Appendix D: Case Study Evaluative Techniques120

Appendix E: Themes of Interest Comparison121

Appendix F: Focus Group Questions.....124

Appendix G: Interview Guide.....125

List of Figures

Figure 1: Rideau Heights neighbourhood in relation to downtown Kingston.	v
Figure 2: Aerial photo of Rideau Heights identifying neighbourhood boundaries.	v
Figure 3: Physical revitalization in Regent Park.	1
Figure 4: The interweaving of community intervention.	5
Figure 5: Eight rungs on the Ladder of Citizen Participation.	7
Figure 6: Rideau Heights neighbourhood in relation to downtown Kingston.	10
Figure 7: Aerial photo of Rideau Heights identifying neighbourhood boundaries.	10
Figure 8: Proposed Long-Term (20+ years) Neighbourhood Revitalization Plan.	11
Figure 9: Housing in Rideau Heights began as a fringe settlement.	12
Figure 10: Age distribution of Rideau Heights residents in 2010.	13
Figure 11: Educational attainment in Rideau Heights and Kingston in 2005.	14
Figure 12: Household incomes in Rideau Heights and Kingston in 2005.	14
Figure 13: Primary source of income of residents on the social housing waitlist in Kingston.	15
Figure 14: Youth in Rideau Heights during the Regeneration Strategy.	17
Figure 15: The firelane in Rideau Heights between housing complexes.	18
Figure 16: Accumulation of garbage in public spaces is an issue in Rideau Heights.	19
Figure 17: Residents in Rideau Heights have indicated interest in volunteering.	20
Figure 18: Shannon Park.	21
Figure 19: Lawrence Heights neighbourhood in relation to downtown Toronto.	27
Figure 20: Aerial photo of Lawrence Heights identifying neighbourhood boundaries.	27
Figure 21: Regent Park neighbourhood in relation to downtown Toronto.	32
Figure 22: Aerial photo of Regent Park identifying neighbourhood boundaries.	32
Figure 23: Millican-Ogden neighbourhood in relation to downtown Calgary.	37
Figure 24: Aerial photo of Millican-Ogden identifying neighbourhood boundaries.	37
Figure 25: McQuesten neighbourhood in relation to downtown Hamilton.	42
Figure 26: Aerial photo of McQuesten identifying neighbourhood boundaries.	42
Figure 27: The Meadows neighbourhood in relation to downtown Nottingham.	49
Figure 28: Aerial photo of The Meadows identifying neighbourhood boundaries.	49
Figure 29: Quad Communities in relation to downtown Chicago.	54
Figure 30: Aerial photo of the Quad Communities neighbourhood boundaries.	54
Figure 31: Yesler Terrace neighbourhood in relation to downtown Seattle.	60
Figure 32: Aerial photo of Yesler Terrace identifying neighbourhood boundaries.	60
Figure 33: Downtown Eastside in relation to downtown Vancouver.	65
Figure 34: Aerial photo of Downtown Eastside identifying neighbourhood boundaries.	65
Figure 35: A Comprehensive Social Development Planning Framework.	73
Figure 36: A Hamilton, Ontario planning team.	75
Figure 37: Residents in Lawrence Heights, Toronto.	77
Figure 38: Lawrence Heights residents.	78
Figure 39: Queen's University.	84
Figure 40: Traditional versus Developmental Evaluation Approaches.	85
Figure 41: Communicating with residents.	87
Figure 42: The Hamilton Boys and Girls Club.	90
Figure 43: Organized sports in Hamilton for youth.	92
Figure 44: Police using different modes of transportation.	93
Figure 45: The Kicks Program in Nottingham, England.	93
Figure 46: Educating residents about waste management.	94
Figure 47: McMaster University School of Nursing students in McQuesten, Hamilton.	96
Figure 48: Community events in Lawrence Heights, Toronto.	98
Figure 49: Skills training.	100
Figure 50: Downtown Eastside, Vancouver, residents.	101
Figure 51: Lawrence Heights, Toronto, residents.	101

List of Tables

Table 1: Case studies selected, including date of establishment and current status.....	vi
Table 2: Recommendations: Social Development Planning Process	viii
Table 3: Recommendations: Themes of Interest	ix
Table 4: Convergence between Lawrence Heights Plan and Themes of Interest	30
Table 5: Convergence between Regent Park Plan and Themes of Interest	35
Table 6: Convergence between Millican-Ogden Plan and Themes of Interest	40
Table 7: Convergence between the McQuesten Neighbourhood Plan and Themes of Interest	47
Table 8: Convergence between Meadows Plan and Themes of Interest.....	52
Table 9: Convergence between the Quad Communities Plan and Themes of Interest	58
Table 10: Convergence between Yesler Terrace Plan and Themes of Interest.....	63
Table 11: Convergence between Downtown Eastside Plan and Themes of Interest	68
Table 12: Approaches to Increase Institutional Capacity	82

This page intentionally left blank

1

INTRODUCTION TO THE PROJECT

Canadian cities have long suffered from a host of social problems (Fawcett and Scott, 2007; Hulchanski, 2010; Stranger-Ross & Ross, 2012). Even in periods of strong economic growth, Canada's urban communities continue to face challenges in meeting the needs of vulnerable populations (Federation of Canadian Municipalities, 2011). The gradual withdrawal of the federal government from its traditional role in supporting the development of social housing, and in Ontario, the downloading of social portfolios to municipal jurisdiction, are two examples that demonstrate how local governments are shouldering increasing responsibility in the provision of adequate resident welfare services.

Previously, most interventions to address social problems at the community-level have focused on revitalizing the built environment (Levy, McDade & Bertumen, 2013). Commonly this approach saw the creation of mixed-income communities as an effective approach to solving some of the most pressing social problems, such as poverty and racial segregation (Bohl, 2000). However, academics and researchers have pointed to the limited impact mixed-income developments have had on urban poverty (Briggs, 1997; Joseph, 2006; Levy et al. 2013).

Figure 3: Physical revitalization in Regent Park (Toronto Star, 2014).



The Regent Park revitalization project is a recent example of this. Through the transformation of Regent Park into a mixed-income and mixed-use community, the Toronto Community Housing Corporation and the City of Toronto touted the revitalization as a way to address some of the serious

social problems that have plagued the area for decades. However, researchers from McMaster University and the Centre for Research on Inner City Health have looked into how successful the revitalization has been so far in improving the well-being of social housing tenants; the results have been mixed. It has been found that while tenants in the revitalized neighbourhood are satisfied

with their homes and feel safe in their neighbourhood, their physical health has not improved, nor has their access to social supports (Smith, 2013).

This speaks to the limitations that mixed-income developments and urban revitalization projects have in ameliorating social problems that face distressed urban communities. It is no wonder that cities such as Toronto, who are leading the way in revitalizing these communities, are increasingly turning to social development plans, or variations of such, as a way to improve elements of a community that physical revitalization cannot address.

In fact, a social development approach to revitalizing communities is not new. Beginning in the 1990s, approaches started to shift away from a strict ‘bricks and mortars’ approach to one that is more holistic and systematic. Principles such as ‘collective impact’ (Kania & Kramer, 2011) and ‘comprehensive community initiatives’ (Wellesley Institute, 2010), which subscribe to this approach, have recently come to the fore as best practices for addressing persistent social problems at the community-level. While these advances in the ‘theory of change’ for community and social planning do not represent a panacea, they do represent a paradigm shift that replaces an ineffective model of planning with a new model that has shown promise of driving real change.

In Kingston, Ontario, the neighbourhood of Rideau Heights faces social challenges that need to be addressed. Many Canadian cities including, but not limited to, Hamilton, Vancouver, and Toronto, have acknowledged their responsibility in assisting distressed communities by developing plans to guide the coordination and implementation of various social projects and programs. In this report, a foundation will be developed upon which the City of Kingston can knowledgeably consider the prospect of organized social development planning, and in doing so, exemplify its commitment to residents and their well-being.

1.1 OBJECTIVE AND RESEARCH QUESTIONS

This report seeks to outline the necessary foundational information for social development planning in order to support the physical neighbourhood revitalization efforts that are currently underway within the *Rideau Heights Regeneration Strategy*.

In pursuit of this objective, this report is guided by the following research questions:

- Q1: What is social development planning?
- Q2: Where and how is social development planning occurring in Canada and internationally?
- Q3: What would social development planning in Rideau Heights look like?

1.2 THE RESEARCH PROCESS

An extensive literature review was completed to develop an understanding of what social development planning is, why it should be pursued, and what benefits it can elicit. Through this review, social development planning, key stakeholders, the planning process, and anticipated outcomes were defined.

Next, the context for the report was established through the analysis of primary and secondary sources. A comprehensive summary of the past, present and projected conditions of the Rideau Heights neighbourhood was compiled. Drawing from this information, we then conducted a Threats-Opportunities-Weaknesses-Strengths (TOWS) analysis of the neighbourhood, in order to identify potential priorities and barriers.

From this TOWS analysis, five themes were identified as significant to the Rideau Heights context:

1. Youth Engagement, Programs and Education
2. Safety and Security
3. Service Coordination
4. Community Identity
5. Generational Poverty

These themes are pervasive throughout this report, and are referred to as *Themes of Interest*. These *themes of interest* were used to develop questions for a focus group session¹ with the Rideau Heights Tenant Advisory Group (TAG) to

¹ All research involving human participants was conducted in accordance with the latest edition of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS2 – 2014), all applicable regulations and guidelines pertaining to participant protection, and current and emerging best practices.

obtain feedback from local residents about the strengths and challenges in the neighbourhood, and to verify the findings drawn from the literature (Yin, 2013).

The *themes of interest* and the neighbourhood context were then used to guide the selection and analysis of Canadian and international case studies. Eight cases were examined in Canada, the United States, and the United Kingdom, to develop a more robust understanding of social development planning (Chmiliar, 2010). Strategic priorities, stakeholders, processes, goals, implementation, and evaluation were examined in each case, facilitating cross-case examination to identify similarities and differences (Yin, 2009). Semi-structured interviews were conducted with experts with first-hand knowledge of the plans to augment information collected from plan documents.

Finally, we identified the essential elements for a social development plan for Rideau Heights, and developed recommendations on how these elements can be incorporated into the *Rideau Heights Regeneration Strategy*. This process involved the triangulation of methods and data sources, whereby the data collected from literature reviews, the TOWS exercise, the focus group and the various case studies was used to identify potential social development frameworks and strategies.

The structure of this report is reflective of the following process here described. First, a conceptual understanding of social development planning is formulated (Chapter 2), followed by a detailed description of the Rideau Heights neighbourhood (Chapter 3). Next, case studies are examined to determine how social development planning occurs in other contexts (Chapter 4). Finally, recommendations are put forth regarding the process of social development planning in Rideau Heights (Chapter 5). This organization allows for a clear understanding of the problem, solutions adopted elsewhere, and ultimately, insight into how Rideau Heights could benefit from a social development planning pursuit.

2

UNDERSTANDING SOCIAL DEVELOPMENT PLANNING

Through a review of literature, four key areas critical to social development planning were identified and discussed:

1. Definition of Social Development Planning
2. Key Stakeholders
3. The Planning Process
4. Anticipated Outcomes

2.1 DEFINITION OF SOCIAL DEVELOPMENT PLANNING

The term ‘social development planning’ is not explicitly used in social planning literature. Rather, it is used by exponents of the Regent Park Revitalization in Toronto to describe “the development of a ‘community plan’...that goes beyond ‘bricks and mortar’ changes.” (Toronto Community Housing, 2007, p. 3) The term “community plan” was initially used, and later renamed a Social Development Plan (SDP) in the City of Toronto planning approval documents.

The process of planning social services, programs, and policies is examined

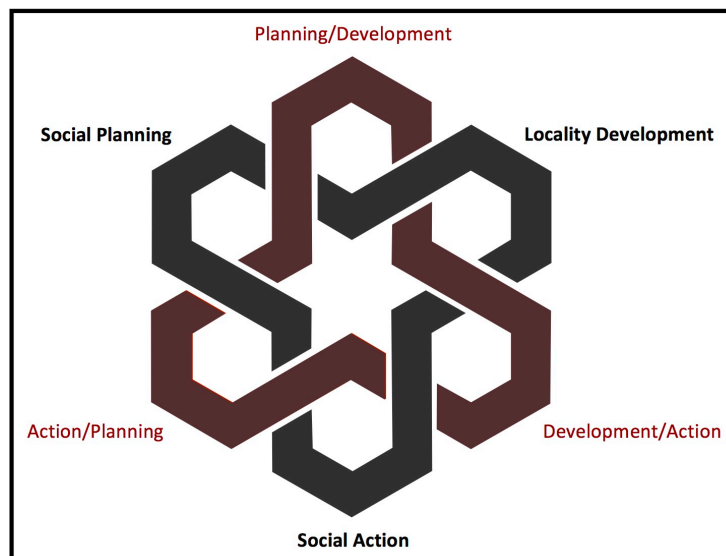


Figure 4: The interweaving of community intervention (Rothman, 1996).

in academic literature. In theory, Putnam (2000) proposes that enhancing civic engagement and relationships among individuals and groups within communities, contributes to higher levels of social capital and therefore improves quality of life. In practice, this manifests as a spectrum of social

planning processes. These range from “social programs” (Chambers et al., 1992), “social policy” (Meenaghan, et al., 2004) and “social welfare policy” (Gilbert & Terrell, 2009), to “community organization” (Rothman, 1979), and “community intervention” (Checkoway, 1995; Rothman, 1996). This reflects how social development plans can either be developed through government agencies who create plans for specific neighbourhoods, or from grassroots community initiatives in which groups of residents and other stakeholders initiate efforts to develop plans for community improvement (Checkoway, 1995).

Rothman (1979) distinguishes between locality development, social planning policy, and social action, and later describes how aspects of each can be combined to create alternative approaches (*Figure 4*) (Rothman, 1996). Locality development emphasizes community development, community competency, and social integration; social planning policy emphasizes the use of expertise; and social action emphasizes advocacy, social justice and driving fundamental change.

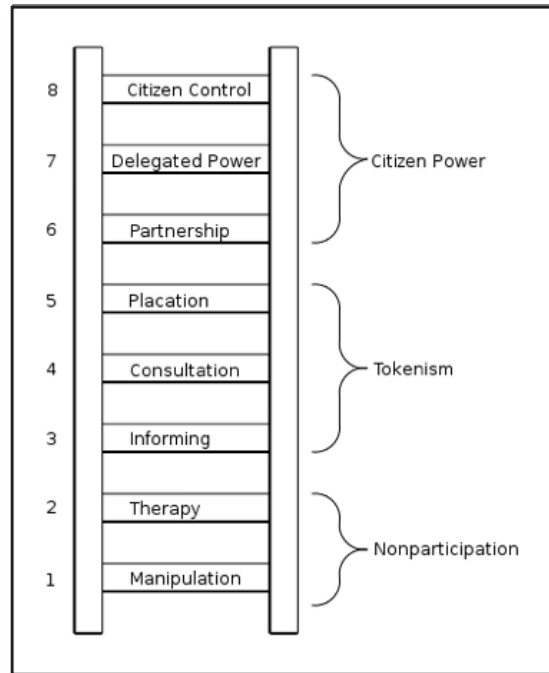
For the purpose of this report, social development planning is defined based upon its emergent use in the City of Toronto. Social development planning is understood as the development of a community plan that seeks to enact change and improve the community beyond the built environment.

2.2 KEY STAKEHOLDERS

Social development planning involves the participation of a variety of stakeholders in all aspects of the research process to identify community challenges and develop solutions (Alvarez & Gutierrez, 2001). This includes community residents, government officials, agency staff and clients, and can also extend to those often excluded from plan making. Excluded and undifferentiated ‘publics’ include women, youth, the elderly, persons with disabilities, and cultural minorities (Sandercock, 1998). Failure to acknowledge differences among these stakeholders can lead to decision-making structures that limit the input of those without political power.

There are different levels of stakeholder engagement. According to Arnstein (1969), these range from “non-participation” to “citizen power” (*Figure 5*). Citizen control is the highest level of citizen involvement in planning, and is achieved through partnerships between citizens, planners and/or politicians,

Figure 5: Eight rungs on the Ladder of Citizen Participation (Arnstein, 1969).



and involves planners and/or politicians delegating power to citizens to deliberate plans. More recent models for understanding stakeholder engagement emphasize relationship building over citizen control. As Healey (1996) describes in *The Communicative Turn in Planning*, communication and dialogue can be used by planners to play a key role in developing overall strategies to achieve reason between public, planners, and politicians.

2.3 THE PLANNING PROCESS

The social development planning process involves identifying goals through community needs- and asset-based assessments, and formulating approaches that will accentuate and utilize assets and address needs and challenges. It also includes the application of program theory to qualitative and quantitative evaluation methods (Chambers, Wedel & Rodwell, 1992). Program theory describes how research-based evidence can guide the development of social policies and programs through a program design involving social indicator analysis (Meenaghan, Kilty & McNutt, 2004). For example, data collected throughout the planning process is sometimes visually represented through the use of geographic information systems (GIS) to produce digital maps of the location of social programs or agency clientele (Hoefer, Hoefer & Tobias, 1994). This can be used to enhance program-monitoring methods, which include process evaluations, client-satisfaction studies, and outcome assessments (David et al., 2006).

2.4 ANTICIPATED OUTCOMES

Social development planning can be used to achieve a variety of outcomes that go beyond bricks and mortar changes. Outcomes may include: identifying the scope of social challenges; finding out what groups of people experience challenges; developing new programs or initiatives; and recommending new interventions or policies to address challenges. These outcomes vary depending on the type of approach being used. Locality development approaches seek outcomes in greater community capacity, integration and self-help to promote collaborative and informed decision-making; social planning policy approaches seek outcomes in greater service accessibility to address substantive social challenges related to mental and physical health of residents, housing, and recreation; and social action approaches seek outcomes by shifting power relationships and resources to achieve basic institutional change for aggrieved populations who experience social injustices, deprecation, and inequality (Rothman, 1996).

Social development planning in Rideau Heights will ideally contain elements of each approach discussed by Rothman (1996), blending tactics to produce a result that ultimately improves the community's ability to sustain itself, relies upon expertise to elicit the best outcome possible, and involves the community as a driver of social change.

3

RIDEAU HEIGHTS NEIGHBORHOOD CONTEXT

This chapter provides a detailed contextualization of the Rideau Heights neighbourhood, forming the basis upon which the proceeding chapters of this report are founded. This foundation is developed through five subsections, indicated below:

- 3.1 Geographical Context
- 3.2 The Rideau Heights Regeneration Strategy
- 3.3 A Brief History of Rideau Heights
- 3.4 Neighbourhood Demographic Characteristics
- 3.5 Understanding the Neighbourhood

3.1 GEOGRAPHICAL CONTEXT

Kingston, Ontario is located on the Northern shore of Lake Ontario as it meets the St. Lawrence River. The city is home to three renowned post-secondary institutions, and hosts a myriad of Provincial Ministry operations. While the city as a whole is regarded as an attractive place to live, it also encompasses areas with pronounced disinvestment and concentrated poverty. The most notable such area is referred to as North Kingston, and more specifically as the neighbourhood of Rideau Heights

The extent of the Rideau Heights neighbourhood varies depending on the source, but may aptly be defined as those lands lying north of the Canadian Pacific Railway Tracks, south of Highway 401, east of Division Street, and west of Montreal Street (*Figure 7*) (City of Kingston, 2013). The neighbourhood is situated 3.5 kilometres north of the vibrant downtown city core (*Figure 6*). Fortunately, city-led redevelopment initiatives are currently underway to address the challenges of the neighbourhood, the most notable of such being the *Rideau Heights Regeneration Strategy*, which will refresh neighbourhood housing stock and parklands.

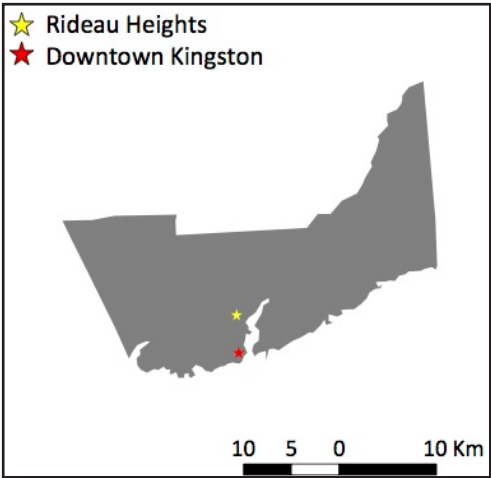


Figure 6:
Rideau Heights
neighbourhood
in relation to
downtown
Kingston.



Figure 7:
Aerial photo of
Rideau Heights
identifying
neighbourhood
boundaries.

3.2 THE RIDEAU HEIGHTS REGENERATION STRATEGY

The *Rideau Heights Regeneration Strategy* represents a partnership between the City of Kingston, and the Kingston & Frontenac Housing Corporation (KFHC). The strategy seeks to improve housing stock and parklands in Rideau Heights to produce a healthier, safer, and more liveable community (Figure 8).

Key features of the revitalization plan include:

- Construction of a new Rideau Heights community centre.
- Enhancements to parklands and other recreational spaces.
- Redistribution of social housing units across the city.
- Introduction of mixed-income housing options including market rental and private ownership.
- Improved access for waste handling and emergency services.
- Improved transportation connections across the community.
- Enhanced sightlines to support and promote neighbourhood safety and security.

The planning process began in 2013 and has advanced through the approval process. The plan received final approval by Kingston City Council in November 2015, although some work has already begun onsite. Recently, the Wally Elmer Community Centre was demolished, and construction schedules are nearing finalization for the first phases of redevelopment.

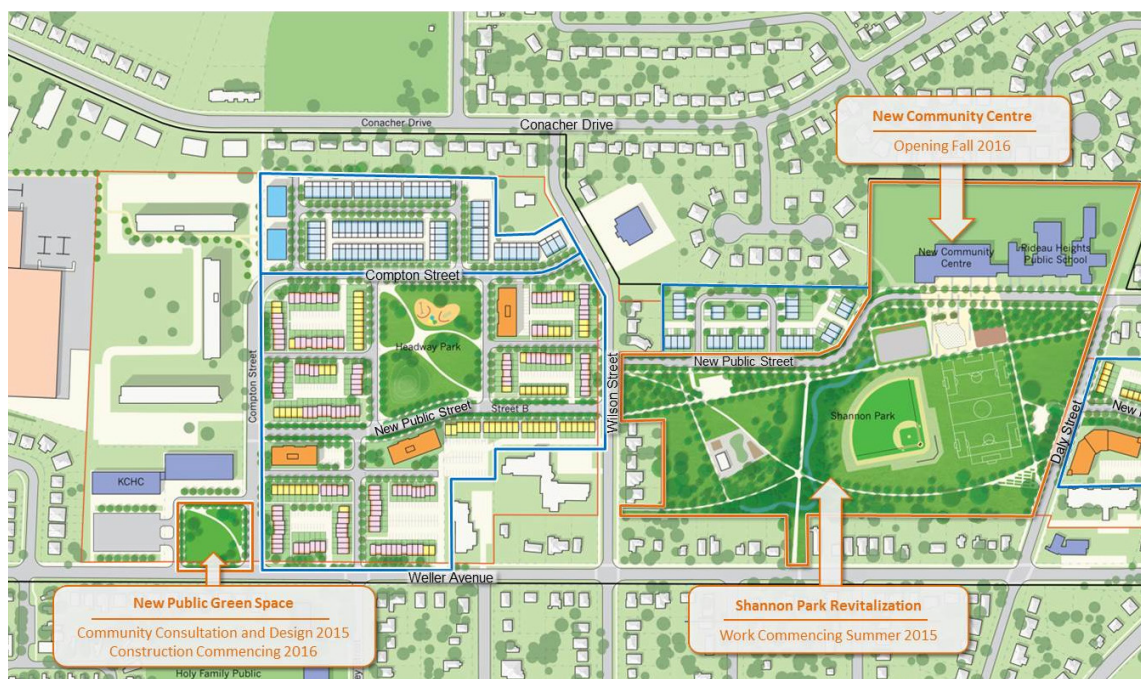


Figure 8:
Proposed Long-
Term (20+ years)
Neighbourhood
Revitalization Plan
(City of Kingston,
2014).

3.3 A BRIEF HISTORY OF RIDEAU HEIGHTS

The community of Rideau Heights began as a neighbourhood at the fringe of the City of Kingston proper in the early 1940s. At this time, the area was exceedingly segregated from the remainder of Kingston, with poor access to employment, and low land values, attracting residents unable to afford housing closer to the downtown core. At the time of settlement, the predominant route into and through the city was Ontario Provincial Highway 2, otherwise known as Princess Street. The Rideau Heights neighbourhood was significantly removed from this thoroughfare (3.5km), and as such remained largely isolated from the downtown core of the city. Additionally, the Southern extremity of the community was, and remains, delimited by the Canadian Pacific Railway line, a physical barrier to pedestrian and vehicular movement to and from the community (Henderson, 2015).



Figure 9: Housing in Rideau Heights began as a fringe settlement (Rideau Heights Regeneration Strategy, 2015).

In the early 1970s the City of Kingston sited the majority of its social housing projects in this deprived area (Kingston & Frontenac Housing Authority, 1988). The neighbourhood quickly became the host of 500 social housing units, in addition to 300 low-value market rent units. The production of homogeneously low-income neighbourhoods was a common pursuit in this era of community planning, abetted by the aversion of other city residents to welcome such housing forms in their own neighbourhoods (Dunn, 2012). The housing stock was constructed to meet minimum regulatory standards, and was oriented in a manner that afforded scant street frontage; such practices were standard in this era of planning, becoming the source of *themes of interest* which persist today.

This aggregation of low-income households, poor access to employment opportunities, and saturation of social support services manifested a community in Rideau Heights that was largely dependent on income supports, and mired in generational poverty. Residents of the community had little interaction

with neighbouring communities and developed a complacency towards their living conditions; while turnover of tenants did occur frequently, there were few examples of households breaking the cycle of poverty, and advancing into market housing (Henderson, 2015).

In 1988, the Kingston & Frontenac Housing Authority (now referred to as Kingston & Frontenac Housing Corporation) produced a report citing the challenges of the community, linking the prevalence of poor living conditions and resident behaviour to the built environment. Proposals for regeneration were made, but no major reforms were pursued at the time. Now, as the neighbourhood housing stock approaches 40 years of age, the City of Kingston is once again pursuing a broad scale regeneration of the Rideau Heights neighbourhood.

3.4 NEIGHBOURHOOD DEMOGRAPHICS

3.4.1 Age Distribution

The Rideau Heights neighbourhood is home to approximately 2,000 residents. *Figure 10* illustrates the age distribution of the neighbourhood, showing a high proportion of youth under the age of 20, with over 15% of the population under age 10. Such over-representation of children and youth in disadvantaged neighbourhoods is common (MacDonnell et al., 2004). Additionally, 31% of families in Rideau Heights are led by lone parents, most of which are female (Meagher, 2007).

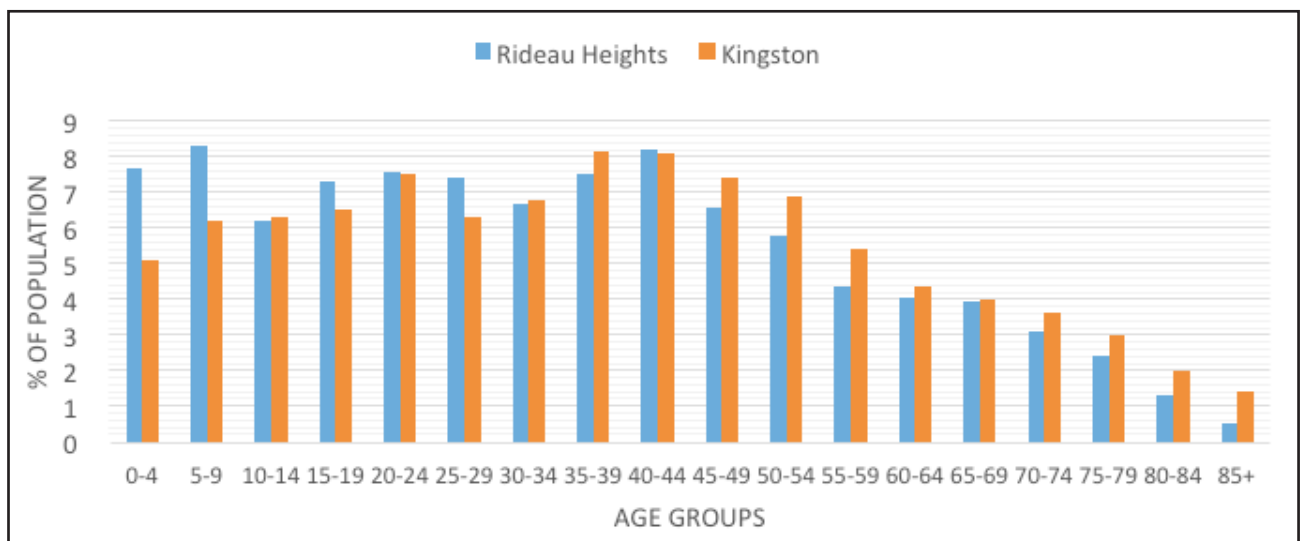


Figure 10: Age distribution of Rideau Heights residents in 2010 (Meagher, 2015).

3.4.2 Education

In 2005, 32% of the residents in Rideau Heights did not complete their high school education while only 29% held a post-secondary degree from a college or university (*Figure 11*). Educational attainment in Rideau Heights is significantly lower than that in greater Kingston (Meagher, 2007).

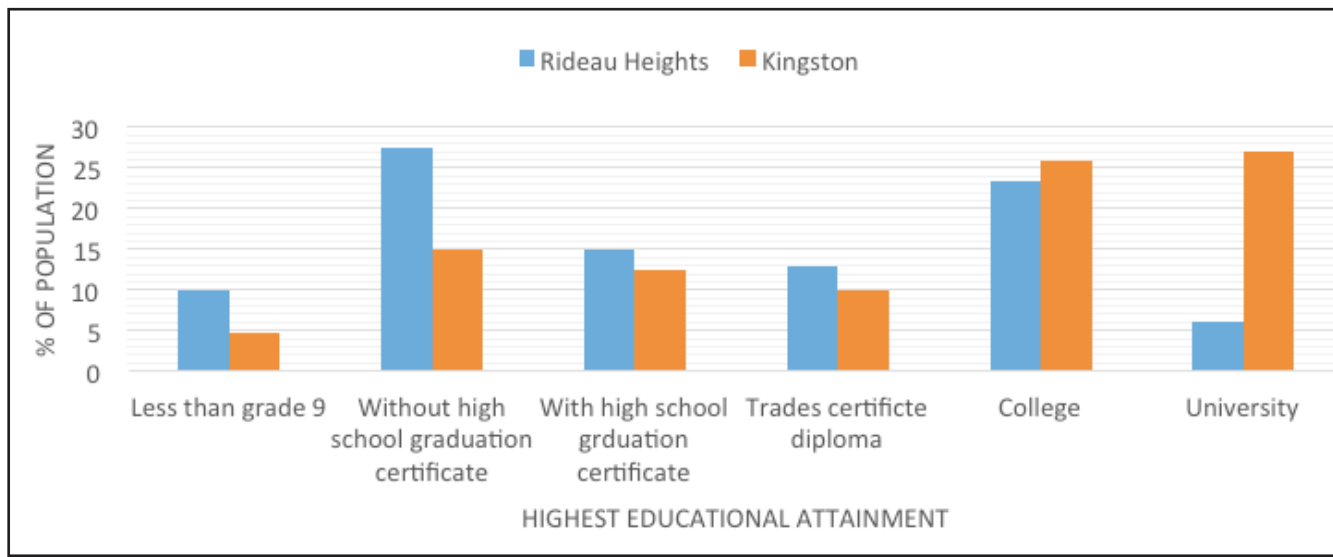


Figure 11: Educational attainment in Rideau Heights and Kingston in 2005. (Meagher, 2007).

3.4.3 Employment and Income

Rideau Heights is one of Kingston's lowest income neighbourhoods, with average family incomes (\$39,000) less than half of the City's average (\$83,000) in 2005 (*Figure 12*). The prevalence of full-time employment amongst residents is lower than that of greater Kingston (Meagher, 2007).

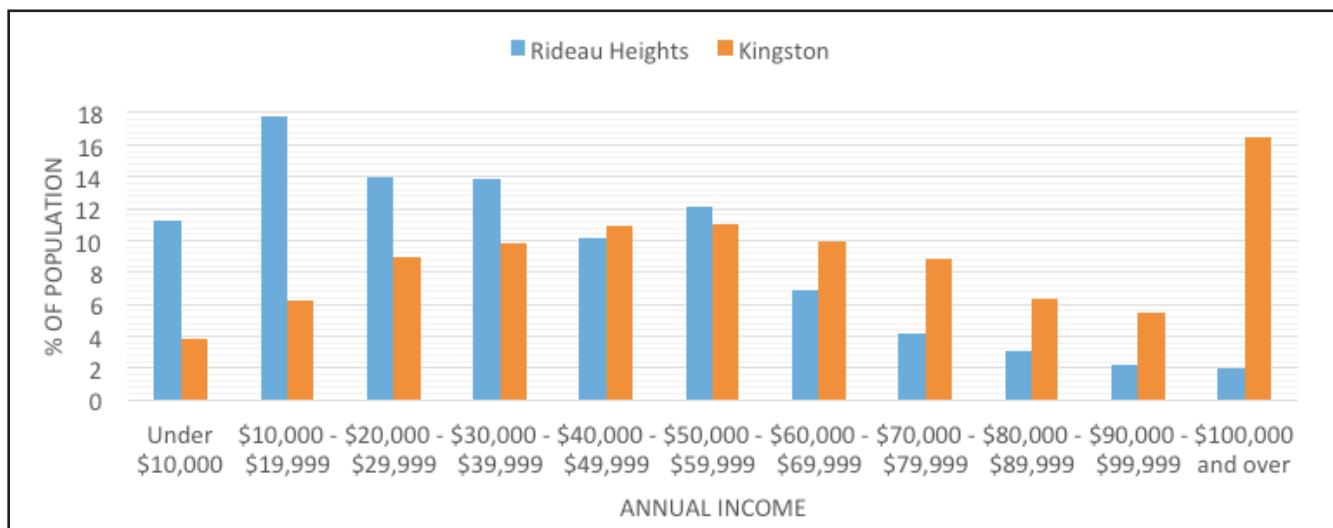
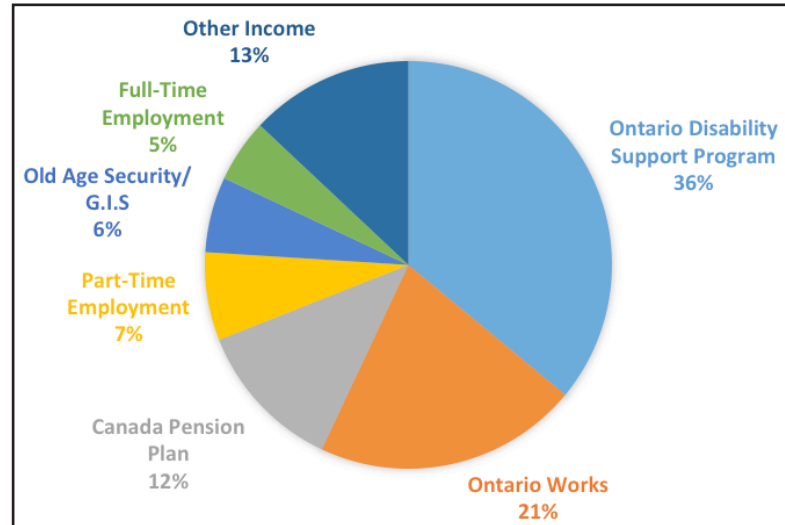


Figure 12: Household incomes in Rideau Heights and Kingston in 2005 (Meagher, 2007).

and federal subsidy programs for their primary income. Specifically, 63% of residents rely on income from Ontario Works, the Ontario Disability Support Program, and Old-Age Security (*Figure 13*); these income streams are modest, and stringently regulated (Meagher, 2007).

Figure 13:
Primary source
of income
of residents
on the social
housing waitlist
in Kingston
(Henderson,
2015).



3.4.4 Housing Tenure

Homeownership rates in Rideau Heights are half of those found in greater Kingston. Most neighbourhood residents occupy public housing units or rent-subsidy units. Currently, 501 units are managed by KFHC within the study area, which amounts to one quarter of all social housing units maintained by this organization (Meagher, 2007). The demographic composition of the neighbourhood requires that units be practical for both family and seniors populations.

Tenure in social housing in Rideau Heights is briefer than amongst populations beyond the neighbourhood. While the annual turnover rate in 2013 averaged 23%, compared to 20% beyond the neighbourhood (Henderson, 2015), it is important to consider that much of this turnover does not constitute advancement into market housing. Social housing is intended to be a stepping-stone to market housing opportunities, however this intention rarely becomes a reality for Rideau Heights residents (Riddle, 2015). Resident mobility is more often attributed to resident infighting, brief stints in market housing before returning to public units, or relocation due to changes in family status/size.

3.4.5 Ethnic diversity

The resident population in the Rideau Heights neighbourhood is ethnically homogeneous compared to social housing neighbourhood populations in larger urban centers. Most residents are Caucasian, with a total visible minority population in Rideau Heights of less than 5%. The visible minority population is concentrated in three groups: Black, Latin American, and Arab (Meagher, 2007).

3.5 UNDERSTANDING THE NEIGHBOURHOOD

While the history and context of Rideau Heights within the greater Kingston area were investigated and understood early in this project, a more nuanced understanding of the community, in terms of its social challenges, barriers to improvement, neighbourhood assets, and human capital was required.

Insight to the community was undertaken as a two-step process. First, documents pertaining to the neighbourhood, including publications produced by the City of Kingston, Queen's University graduate students, Kingston Frontenac Housing Corporation, and Kingston Community Health Centre were reviewed. Upon completion of the document review, the team undertook a TOWS analysis of the Rideau Heights neighbourhood. Once neighbourhood attributes had been characterized in terms of the noted categories, the information was further distilled to produce a list of neighbourhood needs/challenges, and strengths/assets.

The second step undertaken was to verify the characteristics of Rideau Heights, by facilitating a focus group involving residents. This allowed comparison of the understanding of the neighbourhood gleaned from the document review with residents' experiences. The results of the document analysis and focus group were exceedingly congruent. The focus group provided additional details to the conceptions emergent from the document analysis, but no additional characteristics were presented that had not been previously identified. Indicated below are the needs/challenges and strengths/assets identified in the document analysis, and confirmed in the focus group.

3.5.1 Needs/Challenges

Youth Engagement and Programming

Figure 14:
Youth in Rideau Heights during the Regeneration Strategy (Rideau Heights Regeneration Strategy, 2015).



Residents identified difficulties in accessing affordable recreational opportunities for youth sports programming. Events, such as teen dances, were suggested to keep youth active and engaged in a safe environment.

High Tenant Turnover

Rideau Heights experiences a high turnover rate, with almost 25% of residents moving every year (Meagher, 2007). These high rates of mobility make it more difficult for residents to build relationships across the community and to establish a sense of neighbourhood pride.

Vandalism and Crime

Citizens living in neighbourhoods characterized by crime or disorganization are more likely to become victims of violent crime, to perpetrate acts of violence and to experience social and emotional problems such as aggression, stress, withdrawal and low school achievement (Sampson & Raudenbush, 1999). Vandalism and damage to public property is prevalent in the community. Residents have indicated that much of the damage is caused by older youth. Though crime is a serious concern for everyone in Rideau Heights, most see it as intense sporadic activity in specific locations, rather than a pervasive safety issue across the community (Meagher, 2007).

Police Relations

Residents are requesting police patrols on bike and foot to allow officers to access housing complexes and walkways between houses. There are many concerns regarding homeless and mentally ill individuals, as well as squatters using these public and private spaces at night. In addition, police-community relations need to be improved in the Rideau Heights neighbourhood.

Service Coordination

There are uncoordinated efforts and duplications on the part of service providers in the area. This leads to a difficulty in navigating the overwhelming provision of services available to residents, and financial inefficiencies in the servicing community.

Stigma

Kingston residents outside the Rideau Heights neighbourhood view the community as poor, run-down, and unsafe (Meagher, 2007). Residents of Rideau Heights resent this stereotype and attribute it to the criminal activity, low incomes, and pervasive physical disrepair in the community (Tan, 2015).

Internal Segregation

Residents of Rideau Heights perceive their individual complexes to be safer than others in the neighbourhood. Such feelings create rifts in the community, and create challenges to broad neighbourhood action and integration.

Social and Physical Isolation

Rideau Heights has historically been isolated from other Kingston neighbourhoods. While the degree of isolation has diminished through time, the existence of *othering* remains pervasive in resident interactions beyond the community.



Figure 15:
The firelane in Rideau Heights between housing complexes (Rideau Heights Regeneration Strategy, 2015).

Housing Assets

The housing stock in Rideau Heights is aging. Residents often complain of poor living conditions. Housing in the neighbourhood is twice as likely to require repairs than housing in greater Kingston (Meagher, 2007).

Waste and Public Space Management

Figure 16:
Accumulation of
garbage in public
spaces is an issue
in Rideau Heights
(Rideau Heights
Regeneration
Strategy, 2015).



Household waste accumulation on public and private property is a significant problem in Rideau Heights. Tenants have expressed frustration with the lack of garbage bins in the neighbourhood, especially in common outdoor areas such as parks. In addition, lighting and overall walkability is a major concern expressed by the residents. Many feel unsafe when outdoors at night.

Lack of Community Ties

Many residents rely on agencies to guide progress in the community, and approximately half of the community is not involved in any community initiative (Tan, 2015).

Generational Poverty

Generational poverty occurs in families where at least two generations have been born into poverty. Many Rideau Heights residents have relied upon income supports continually throughout their lifetimes, contributing to feelings of hopelessness when considering advancement beyond the neighbourhood. A lack of childcare services was routinely cited as a challenge to residents, creating a significant barrier to workforce participation.

Low Educational Attainment

Educational attainment in Rideau Heights is low, with only 68% of the residents graduating from high school. Low educational attainment in the community depresses employment prospects and the overall quality of life of residents.

Limited Private Sector Interest

There is very little commercial real-estate in the Rideau Heights neighbourhood. Local enterprise can help diversify the community, employ residents and rebalance the economy.

3.5.2 Strengths/Assets

Volunteerism

Residents desire to be active in the neighbourhood, both in short-term and long-term initiatives. Grass-roots efforts have been formally evident since 1992, in the creation of the *Community Response to Neighbourhood Concerns* (CRNC) organization, which is mandated to bring together residents, service providers, and local institutions (police, schools etc.) to pursue community improvement (CRNCkingston.ca, 2015). In addition to CRNC, the community also boasts an energetic Tenant Advisory Group (TAG) that meets monthly to discuss neighbourhood concerns and provide resident input on preferred community development efforts.



Figure 17: Residents in Rideau Heights have indicated interest in volunteering (City of Kingston Housing Department, 2014).

Political Climate

There is significant public investment and interagency/departamental support for the revitalization of Rideau Heights. The *Rideau Heights Regeneration Strategy* (City of Kingston, 2014) is a strong example of a city-led commitment to the neighbourhood.

Social Networks

Many residents have strong family ties and friendships in the neighbourhood and emphasize that it fosters a sense of community and gives the neighbourhood a family-friendly feeling. This presence of support networks highlights the potential for residents to contribute to the community and create a sense of belonging.

Quantity and Quality of Services

In recent years services have become more geographically accessible for Rideau Heights' residents. Many of these organizations and their services are committed to the neighbourhood and trusted by the residents.

Commercial Development in the Vicinity

The ongoing expansion of the commercial centre near the Division Street- HWY 401 juncture will provide residents with improved access to essential amenities and viable employment opportunities, given the aggregation of service sector jobs.

Parks and Green Spaces

Rideau Heights boasts more than 25 acres of parks and green spaces centrally located in the neighbourhood; there is immense potential for recreational and leisure activities in the community.

Figure 18:
Shannon Park
(Tour of Rideau
Heights, 2015).



3.5.3 Themes of Interest

Upon identification and confirmation of the above community characteristics, the study team again evaluated this profile of attributes to further distil the information to a condensed list of *themes of interest*. These are as follows:

- Youth Engagement, Programs, and Education
- Safety and Security
- Service Coordination
- Community Identity
- Generational Poverty

Themes of Interest were selected to capture the needs of the community, but also offer a means of appropriately categorizing the assets existing in Rideau Heights.

4

CASE STUDIES IN SOCIAL DEVELOPMENT PLANNING

Following the formulation of *themes of interest*, eight relevant case studies were identified. Case studies were selected to provide insight to social development planning practices in various municipalities and neighbourhoods throughout Canada, the United States, and the United Kingdom.

Case studies were first examined in terms of stakeholder inclusion, plan development process, implementation, and evaluation methods, in order to derive key lessons, and ultimately inform recommendations for social development planning in Rideau Heights. These four facets of the social development planning process are foundational to the success of the social development plan.

Additionally, each case study was examined in terms of its suggested actions. The challenges addressed in each plan were strikingly similar throughout, falling within the five *themes of interest* identified in Rideau Heights. To reiterate, these are:

- Youth Engagement, Programs, and Education
- Safety and Security
- Service Coordination
- Community Identity
- Generational Poverty

While variation does exist amongst the case studies regarding terminology, semantically the issues identified were consistent throughout. Each case study presented in this chapter displays, in table form, the specific challenge existing in the neighbourhood, the approaches undertaken in response, and, if specified, the stakeholders involved in the pursuit of suggested actions. This format of presentation was selected as it improves the comparability of the cases, and diminishes potential confusion arising from dissimilar categorization or terminology of challenges.

The case studies presented were informed by published planning documents, in addition to semi-structured interviews with stakeholders involved in the planning process. The resources relied upon for each case study are indicated at the end of each case for ease of reference.

The case studies investigated are indicated in the list below, reflecting their ordering in the report. A brief explanation is provided to justify each selection.

Lawrence Heights - Toronto, Ontario

This neighbourhood is demographically comparable to Rideau Heights and struggles with similar issues emergent from dated built form. The neighbourhood is physically isolated from surrounding communities and consequently residents experience poor access to employment, much like residents of Rideau Heights.

Regent Park - Toronto, Ontario

This neighbourhood has been the focus of several historic physical revitalizations, one occurring within the past decade. Dissimilar to Rideau Heights, the neighbourhood is multi-ethnic and well connected to surrounding communities. However, the massive extent of revitalization effort, emergent practices, and jurisdictional similarity (located in Ontario) to Rideau Heights, justify its inclusion.

Millican-Ogden - Calgary, Alberta

This neighbourhood is comprised of an older population than that seen in Rideau Heights, but is similarly segregated from surrounding communities by a rail line. This case was also unique in that it faced immense trouble with implementation, and was thus never enacted. Such an example of failure was seen as valuable in providing justifications to recommendations. Additionally, the plan document produced for this neighbourhood is extremely detailed and comprehensive.

Neighbourhood Action Strategy - Hamilton, Ontario

This plan, influenced by the *New Communities Program* in Chicago, Illinois, presents a standardized guide to plan development, as well as a context specific application in one Hamilton neighbourhood. The McQuesten Neighbourhood presented in this case has exceedingly similar demographics to Rideau Heights. This strategy provides a Canadian guide to plan development, as well as insight to application in a neighbourhood comparable to Rideau Heights.

The Meadows - Nottingham, United Kingdom

The United Kingdom is regarded as a leader in social development pursuits, having undertaken such initiatives considerably earlier than North American jurisdictions. The Meadows neighbourhood is demographically comparable to Rideau Heights, with a young population, low educational attainment, and poor access to employment.

New Communities Program - Chicago, Illinois, USA

This plan provides a framework for plan development, in addition to context-specific approaches particular to a neighbourhood. This is quite different from most other cases selected and provides detailed suggestions regarding the planning process. This plan provides valuable insight focussed upon the act of social development planning.

Yesler Terrace - Seattle, Washington, USA

Similar to Rideau Heights, this neighbourhood is dominated by a large public housing project. The resident population experiences low levels of educational attainment, and an elevated incidence of crime. This case also presents unique stakeholder involvement, with Seattle University taking on a significant role in the planning, implementation, and evaluation phases of the social development process.

Downtown Lower Eastside - Vancouver, British Columbia

As in Rideau Heights, the residents of this neighbourhood rely heavily upon income supports. Unlike Rideau Heights, this neighbourhood is urban, fringed by wealthy communities, and is the site of immense development pressure. These unique circumstances prompted its inclusion, as it provides useful insight to the influence that disparate stakeholder power can wield on the social development process.

4.1

CASE SELECTION LIMITATIONS

It is apparent in reviewing the list of case studies above that all are found in large urban centers. Large cities most often host the expansive, distinguishably challenged communities that stand to benefit most from reform initiatives such as social development planning. Additionally, large cities are more likely to feel pressure from stakeholders to pursue reform, and more often will possess the resources required to do such. It is expected that as the practice of social development planning matures in the North American context, its application will also expand.

Kingston is unique in that its total population is significantly less than the urban centers presently pursuing social development planning efforts, and yet it hosts a neighbourhood with a similarly challenged population. The convergence of these factors presents Kingston with an opportunity to undertake an initiative that is truly cutting-edge.

4.2

LAWRENCE HEIGHTS
TORONTO, ONTARIO**Summary**

The neighbourhood of Lawrence Heights is located immediately south of Highway 401, in the North York district of Toronto. The neighbourhood was developed in the 1960s to meet post-war demand for affordable housing, emerging as the largest social housing project in the city. The neighbourhood is

characterized by scant street frontage, low mix of housing type or resident income, and poor connectivity to the remainder of the city. The community was further challenged by the construction of the Allen Expressway, a highway bisecting the community and severing connection between its East and West sections (*Figure 20*). The poor design, homogeneously low-income resident population, and isolation from the remainder of Toronto resulted in the Lawrence Heights neighbourhood

Figure 19:
Lawrence Heights
neighbourhood
in relation to
downtown
Toronto.

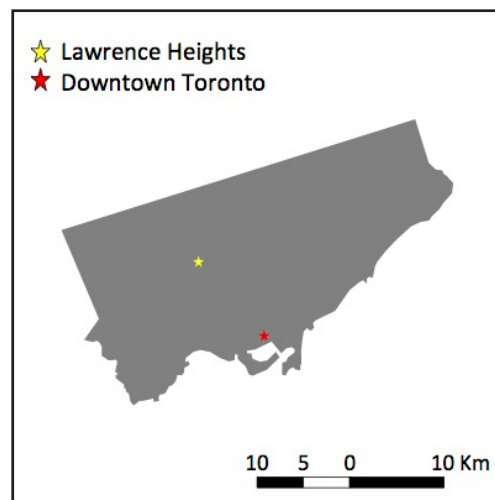


Figure 20:
Aerial photo of
Lawrence Heights
identifying
neighbourhood
boundaries.



becoming inundated with poverty and crime. The community became known as “the jungle”, intensifying the negative image and stigma attached to the community (Toronto Community Housing Commission & City of Toronto, 2012). In 2010, the City of Toronto, in concert with Toronto Community Housing Commission (TCHC), created and endorsed a revitalization plan for the greater areas of Lawrence-Allen. Included in this plan was a commitment to augment the physical revitalization with a social development plan in the neighbourhood of Lawrence Heights (Toronto Community Housing Commission et al, 2012).

Methodology

This case study was compiled through the review of published plan documents, notably the Lawrence Heights social development plan, entitled *Shaping Our Community Together: Our Social Development & Action Plan for Lawrence Heights* (2012), and an interview with a staff member involved in the planning process at the City of Toronto.

Major Stakeholders

City of Toronto: The City, led by the Mayor and Council, were instrumental in the recognition of revitalization needs in the Lawrence-Allen area, and more locally, in the community of Lawrence Heights. The City provided staff to support the planning exercise, and funding to another key stakeholder, TCHC.

Toronto Community Housing Commission: As the largest housing manager in Canada, and the organization responsible for all housing units in the neighbourhood of Lawrence Heights, the involvement of TCHC in the community outreach and plan development stages was crucial to success. TCHC is known, visible, and respected in the community, providing a sound foundation upon which to base the planning process.

Lawrence Heights Resident Population: The residents of Lawrence Heights were the sources of data, visionaries, and beneficiaries of the social development planning process; their involvement was critical to elicit community ownership of the resulting document.

Social Services: The social service providers existing in the community were involved extensively, as they are likely to be the eventual enactors of the plan. They were engaged through their representative, the *Lawrence Heights Inter-*

Organization Network (LHION).

Process and Goals

The social development planning process was formally undertaken over a three-year period, from 2009-2012. The process involved an extensive liaison with community stakeholders, foremost of which was the resident population of the Lawrence Heights neighbourhood. While the City of Toronto and TCHC prepared the document, the plan is regarded by residents as a vision developed by and for the community.

The planning process identified the strengths and challenges existing in the community, and six key priorities in which future action could be concentrated. These six key priorities were connections, services, safety, housing, green space, and employment. To address these six realms of concern, the process advanced to produce a shared vision for social development and the identification of community interests, followed by the development of actions to pursue each priority.

Implementation

The formal planning process has culminated, yet the document is described as *living*, understanding that focus may need to shift as the community evolves. The priorities identified in the plan are considered to be a framework for action, providing a loose structure to guide progress. A working group of City staff and TCHC officials, residents, and LHION representatives are currently working to set and pursue short and long-term goals for implementation (City of Toronto, 2015).

Evaluation

The development of performance evaluation criteria for the plan's implementation and outcomes has not been undertaken, however it has been indicated that any evaluation method adopted would assuredly be resident led (City of Toronto, 2015).

Table 4: Convergence between Lawrence Heights Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Large youth population, requiring assistance with employment and life skill development.	None identified	1) Endorse academically focused youth programming, such as <i>Pathways to education</i> . 2) Continue adult education programming, focused on literacy and Ontario Secondary School Diploma achievement.
Safety and Security	Residents feel unsafe due to current neighbourhood design. Crime is prevalent.	None identified	1) Create volunteer opportunities for residents interested in improving community safety. 2) Promote development of family unity and personal support networks. 3) Improve communication and cooperation with police.
Service Coordination	Service delivery is disjointed, and residents are not aware of available programming.	None identified	1) Promote shared agency spaces, and seamless service delivery. 2) Develop effective information dissemination methods, cognizant of internet connectivity challenges, and isolation within the community.
Community Identity	Intense stigmatization of neighbourhood, and polarization from surrounding communities.	None identified	1) Connect with other communities through shared facilities. 2) Celebrate community identity. 3) Foster community pride, through resident associations.
Generational Poverty	Chronic unemployment pervasive, and residents have poor access to employment supports.	None identified	1) Build connections with employers through adjunct <i>Lawrence-Allen Employment Services Plan</i> . 2) Develop partnerships with local universities and colleges. Support residents' educational endeavors.

Key Lessons

- Identifying key challenges, priorities for action, and a community vision are important in the establishment of a plan's strategic direction.
- The process of plan development is itself an effective tool in the pursuit of improved community cohesion, reciprocal stakeholder trust, and relationship betterment.
- Identification of stakeholders to manage specific goals or actions would allow implementation to more closely follow plan development.

References

City of Toronto. (Telephone Interview, 2015, Nov 5).

Toronto City Council. (2012). *Adoption of Shaping our Community Together Toronto*. Retrieved from: <http://app.toronto.ca/tmmis/viewAgendaItemDetails.do?function=getMinutesItemPreview&agendaItemId=36560>

Toronto Community Housing & City of Toronto. (2012). *Shaping Our Community Together: Our Social Development and Action Plan for Lawrence Heights*. Toronto: Toronto Community Housing.

4.3

REGENT PARK
TORONTO, ONTARIO**Summary**

Regent Park was developed in the 1950s as a housing project for low-income residents, known as ‘the slum of Toronto’ (Figure 22) (Purdy, 2004). The neighbourhood has a population of approximately 10,000 people, 75% of which identify as visible minorities (Purdy, 2004). Youth make up a large proportion of the population and one third of households are led by a single parent (City of Toronto, 2014). Additionally, residents in Regent Park have a lower educational attainment than the rest of Toronto, with 12% of residents not completing secondary school and 27% of residents indicating secondary school completion as their highest academic achievement (City of Toronto, 2014). In 2003, a plan to revitalize Regent Park was proposed by the Toronto Housing

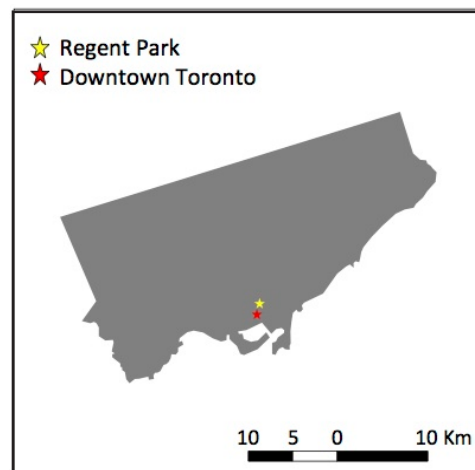


Figure 21: Regent Park neighbourhood in relation to downtown Toronto.



Figure 22: Aerial photo of Regent Park identifying neighbourhood boundaries.

Corporation and the City of Toronto. In order to respond to social issues such as high levels of crime and poor housing conditions, a major component of the plan included social development.

Methodology

This case study was compiled through the review of plan documents, notably the Regent Park social development plan (2007), the Regent Park: A Story of Collective Impact (2013), and the *Staff Report: Regent Park Social Development Plan - Approval* (2007). Additional information was collected during an interview with a City of Toronto staff member.

Major Stakeholders

Toronto Community Housing Corporation (TCHC): Being the largest social housing provider in Canada, the TCHC served as the leader of the Regent Park Social Development Plan (SDP) (Toronto Community Housing Corporation, 2015). Although the TCHC is its own entity, it acted as an intermediary between the City of Toronto and Regent Park residents, assisting and facilitating in both the social and physical components of the SDP.

City of Toronto: The City of Toronto was the managing partner of the SDP. They ensured that services and requirements were being met and they promoted the TCHC's planning process. Their role also involved directing and encouraging the partnership between residents and the TCHC.

Core Committee of Community Agency Leaders: Leaders from local social committees, such as the Regent Park Initiative and Regent Park Community Health Centre, came together to develop a "Core Committee" (City of Toronto, 2007). The Core Committee partnered with both the City of Toronto and the TCHC to guide the consultation process of the SDP (City of Toronto, 2007).

Regent Park Resident Population: The resident population played a key role providing input during the consultation processes.

Process and Goals

Initially, consultation was held with various stakeholders in order to identify the issues and challenges within Regent Park (Toronto Community Housing, 2007). In 2004, the Core Committee of Community Agency Leaders, the City, and the TCHC initiated the social development process with an “open space” workshop, inviting a broad range of stakeholders to identify key issues related to social development (City of Toronto, 2007). Next, a document analysis was undertaken by the TCHC to determine best practices for Social Development (Toronto Community Housing Corporation, 2007). These documents included the *Community Services and Facilities Studies* (2004) and the *Strategy for the Provision of Community Services* (2005) (Toronto Community Housing, 2007). Once best practices were identified, communicating and consulting with local residents through information sessions allowed for input on the creation of the SDP (City of Toronto, 2007). Approval of the SDP by the City of Toronto was then sought in order to implement the plan.

From the aforementioned process, the TCHC was able to identify four key goals for Regent Park’s revitalization. These goals were social cohesion, employment services plan, community services and facilities, and long-term change management.

Implementation

The City of Toronto approved and began implementation of the SDP for Regent Park in 2007 (City of Toronto, 2007). The Regent Park City Project Management Team, comprised of City staff, have focused on planning for community services, service coordination and capital needs (City of Toronto, 2007). This team has representatives from a variety of city departments, such as the Affordable Housing Office, Social Services, Toronto Community Housing Corporation, and Regent Park resident agencies. Monthly meetings for all stakeholders are organized by the City to ensure that the process is moving forward (City of Toronto, 2007).

Evaluation

Although there is no explicit evaluation strategy, the City has been conducting an annual inventory of the actions that have been implemented within Regent Park and their impacts. Tools such as *Urban HEART@Toronto* as well as other

social and health indices have been used by the City of Toronto to measure the impacts within Regent Park (City of Toronto, 2015).

Table 5: Convergence between Regent Park Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Youth lack services addressing employment and life skill development.	None identified	1) Support existing programming, such as <i>Pathways to Education</i> . 2) Support programming that improves school responsiveness to neighborhood needs.
Safety and Security	Interactions with police are generally negative.	None identified	1) Encourage good community design. 2) Promote positive police-community interaction. 3) Support efforts in crime and harm reduction.
Service Coordination	Ineffective referral services. Provider mandates are poorly coordinated.	None identified	1) Promote information sharing between service providers. 2) Coordinate provider operations.
Community Identity	Neighborhood is stigmatized. Residents are not adequately consulted regarding changes in the neighbourhood.	None identified	1) Prioritize inclusion of residents in planning processes. 2) Promote continued communication between residents and other community stakeholders.
Generational Poverty	Residents are poorly connected to employment opportunities, despite strong credentials.	None identified	1) Improve community connections to employment markets. 2) Support the adjunct <i>Employment Plan for Regent Park</i> .

Key Lessons

- Neighbourhood consultation is an effective approach to understanding specific neighbourhood issues.
- Establishing a line of communication is crucial in the SDP development as it helps to ensure that the plans and processes are transparent between the residents and stakeholders.
- Conducting a document analysis helps to support the findings that were generated from the consultation process
- The development of an evaluation strategy and inventory of actions will allow for a clear understanding of a given action's impacts.
- The use of partner agencies' social and health indices is a valuable method of measuring the impact of social development efforts.

References

- City of Toronto. (2014). *Neighbourhood Census/NHS Profile Regent Park*. Retrieved from: <http://www1.toronto.ca/City%20Of%20Toronto/Social%20Development,%20Finance%20&%20Administration/Neighbourhood%20Profiles/pdf/2011/pdf4/cpa72.pdf>
- City of Toronto. (2007). *Staff Report: Regent Park Social Development Plan - Approval* Retrieved from: <http://www.toronto.ca/legdocs/mmis/2007/ex/bgrd/backgroundfile-6992.pdf>
- City of Toronto. (Telephone Interview, 2015, Nov 5).
- Micallef, S. (2013). *Regent Park: A Story of Collective Impact*. Toronto, Ontario. Retrieved from <http://metcalfoundation.com/wp-content/uploads/2013/03/Regent-Park.pdf>
- Purdy, S. (2004). By the People, For the People: Tenant Organizing in Toronto's Regent Park Housing Project in the 1960s and 1970s. *Journal of Urban History*, 20(4): 519-548.
- Toronto Community Housing. (2015). *About Us*. Retrieved from: <http://www.torontohousing.ca/about>
- Toronto Community Housing. (2013). *Community Consultation: Regent Park Update Official Plan Amendment and Re-Zoning Application*. Retrieved from: http://www1.toronto.ca/city_of_toronto/city_planning/community_planning/files/.pdf/regentpark_tcc_presentation_17sep13.pdf
- Toronto Community Housing. (2007). *Regent Park Social Development Plan: Executive Summary*. Retrieved from: <http://www.toronto.ca/legdocs/mmis/2007/ex/bgrd/backgroundfile-7300.pdf>
- Toronto Neighbourhood Guide. (2015). *Welcome to Regent Park*. Retrieved from: <http://www.torontoneighbourhoods.net/neighbourhoods/downtown/regent-park>

4.4

MILLICAN-OGDEN
CALGARY, ALBERTA

Summary

Established in 1912, Millican-Ogden is a residential neighbourhood situated in south-eastern Calgary, ten kilometers from Calgary's downtown core (*Figure 23 & 24*) (MOCA, 2013). Millican-Ogden is proximal to industrial land uses and is

bounded by the CP rail line to the east, which has created a sense of isolation throughout the neighbourhood's history (MOCA, 2015). In addition to the railway-induced isolation, the neighbourhood is described as an aging, undesirable area relative to surrounding communities (MOCA, 2015). Social challenges, including domestic and family violence, nonviolent crime, and a lack of youth programming only exacerbate these conditions. In response, from

Figure 23:
Millican-Ogden
neighbourhood
in relation to
downtown Calgary.

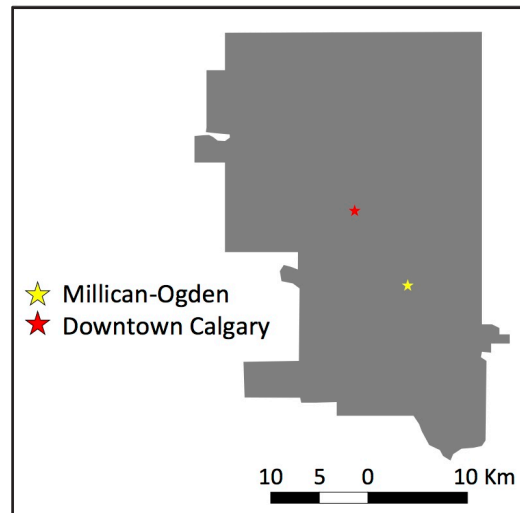


Figure 24: Aerial
photo of Millican-
Ogden identifying
neighbourhood
boundaries.



1993-1998 the City of Calgary, in collaboration with the Millican-Ogden Community Association (MOCA) and local merchants, planned and developed an Area Revitalization Plan (ARP) (City of Calgary, 2009). Within this physical redevelopment plan a social development plan (SDP) was created. The purpose of this SDP was to enable community residents to better manage their quality of life, through strengthening the organizational structure of community partners and constructing a plan to help guide the future development of the neighbourhood (City of Calgary, 2009).

Some actions within the ARP have been implemented. However, the SDP encountered significant funding barriers following its creation, and as a result, its implementation has not been pursued.

Methodology

This case study was compiled through the review of published plan documents, notably the *Millican-Ogden Community Revitalization Plan* (1998). Additional information was collected from secondary sources and a telephone interview with a member of the Millican-Ogden Community Association.

Major Stakeholders

City of Calgary Planning & Building Department and Community & Social Development Department: Through the directive of *The Calgary Plan*, the City provided the authority to carry out the *Area Redevelopment Plan*. Their involvement in the revitalization plan often centred on land-use issues, however, they did assist in facilitating the development process of the Millican-Ogden SDP.

Millican-Ogden Community Association: MOCA was largely responsible for the development of the neighbourhood SDP. The organization was established in 1956, maintaining a diverse mandate including facility management and social event coordination. MOCA was identified as the lead organization in acquiring funding and executing goals, objectives and actions identified in the SDP.

Millican-Ogden Merchant and Resident Population: Local merchant and resident involvement was critical to SDP creation, as both groups were involved in needs and solution identification early in the planning and development process.

Process and Goals

The Millican-Ogden SDP utilized a community development approach (City of Calgary, 2009). Community development was defined by the plan as broad based community participation in decision-making regarding community issues and needs (City of Calgary, 2009). Initially, in 1996, a household survey was distributed throughout Millican-Ogden to identify key neighbourhood issues. This survey was then followed by community engagement events to develop a set of goals and objectives that solved the identified issues. The identified issues included: transportation, housing, economic development, environment, community appearance, crime, health, parks, youth, education, and community programs (City of Calgary, 2009).

Eleven committees, led by a Steering Committee, were established to tackle each of the key issues identified through the community engagement phase. Key issues were then focused into six categories, including community development, education, family services, family wellbeing, youth issues, neighbourhood safety & security.

Implementation

The six categories, identified by the eleven committees, were accompanied by implementation strategies. These strategies identified a lead organization, partners and action plans to carry out each objective (City of Calgary, 2009). Next, issue specific committees were created by MOCA to lead implementation action plans. MOCA was also responsible for acquiring the necessary funds to implement such action plans (City of Calgary, 2009). While these actions were integral to the overall community plan, it must be noted that Calgary City Council did not commit funding towards the action plans identified (City of Calgary, 2009). This resulted in no measurable actions having been funded nor implemented as a result of the goals, objectives and action plans developed in this process.

Evaluation

Despite the formulation of goals, objectives, and action plans, the social development plan did not outline evaluation methods for five of the six issues identified. Neighbourhood safety and security is the only category for which a specified a method of evaluation was indicated (safety audits and future crime rate assessments) to assess the performance of specific action plans.

Table 6: Convergence between Millican-Ogden Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Lack of youth and child development programming.	1) MOCA Education Committee 2) Calgary Dept. of Community and Social Development	1) Develop community based learning programs. 2) Fund youth drop-in centre. 3) Develop youth education and employment programming.
Safety and Security	Poor perception of neighbourhood safety, and elevated crime rates.	1) MOCA Safety and Security Committee 2) Calgary Police	1) Promote police supported programming. 2) Provide community crime awareness. 3) Conduct community safety audits.
Service Coordination	<i>Theme not addressed</i>	<i>Theme not addressed</i>	<i>Theme not addressed</i>
Community Identity	Lack of community pride, and sense of ownership.	1) Local community organizations 2) Calgary Police Community Liaison Service	1) Celebrate positive events in the community. 2) Plan community cleanup days. 3) Conduct community safety audits.
Generational Poverty	Residents lack employment opportunities, and require income support.	1) MOCA Family Resource Centre	1) Enhance employability of residents. 2) Encourage local business development, and entrepreneurial activity.

Key Lessons

- The creation of a social development plan, within a broader neighbourhood physical revitalization plan, is a useful method for accessing municipal resources and increasing municipal involvement.
- The bottom-up community development approach is an effective and generalizable method of understanding neighbourhood needs and issues.
- A structurally sound plan involves delegating responsibilities, and identifying goals, objectives and actions to address and improve community issues.
- Funding and methods of evaluation are essential in determining the effectiveness and success of social development plans.

References

- City of Calgary Planning & Building Department & Community & Social Development. (2009). *Millican-Ogden Community Revitalization Plan*. Calgary, AB: City of Calgary Records & Information Management.
- Millican-Ogden Community Association (MOCA). (2013). *About Millican Ogden Community Association*. Retrieved from: <http://www.millicanogdencommunity.com/about-us-1.html>
- MOCA. (Telephone Interview, 2015, Oct 13).

4.5

NEIGHBOURHOOD
ACTION STRATEGY
HAMILTON, ONTARIO**Summary**

In 2010, the *Neighbourhood Action Strategy* (NAS) was established in Hamilton, Ontario, focusing on working with residents, social service providers, and local leaders to increase residents' health and well-being and improve neighbourhood conditions (City of Hamilton, 2011). Since its inception, the NAS has engaged with eleven identified priority neighbourhoods to develop individual Neighbourhood Action Plans (NAPs). The NAS uses an asset-based approach, focusing on the skills, strengths, and supports within identified neighbourhoods. By working with local residents, tailored NAPs are developed to tackle localized issues by focusing on the positive aspects of the neighbourhood (City of Hamilton, 2012b).

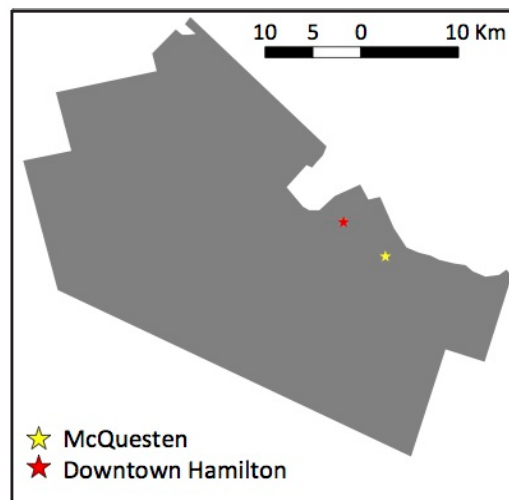


Figure 25:
McQuesten
neighbourhood
in relation to
downtown
Hamilton.

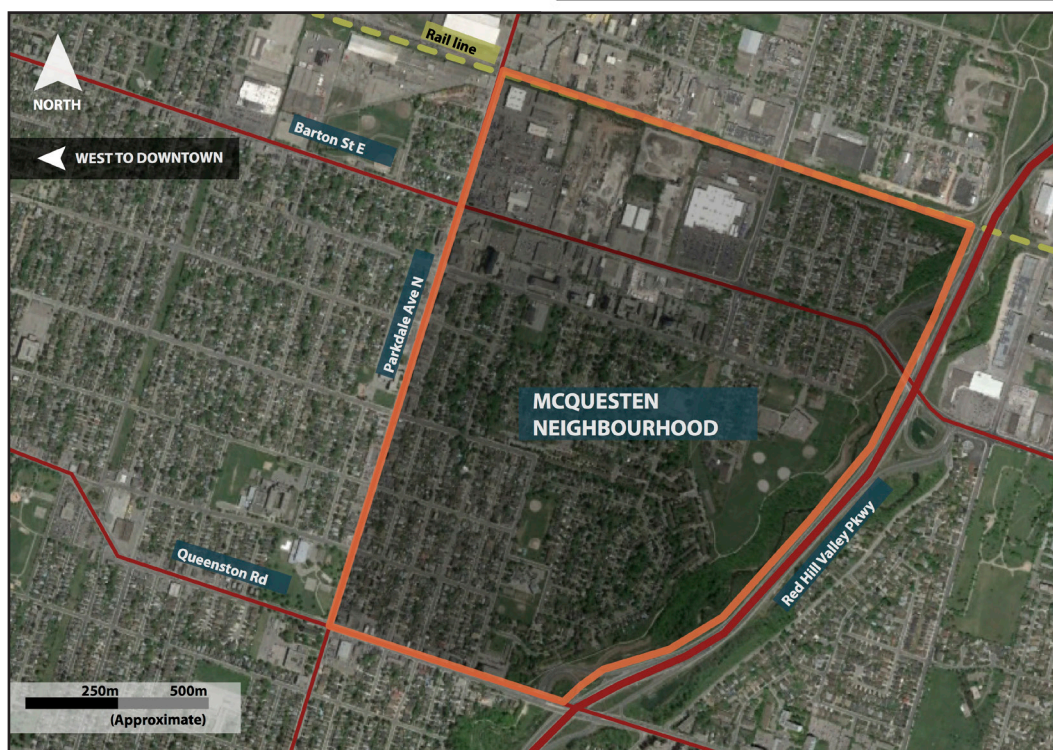


Figure 26:
Aerial photo
of McQuesten
identifying
neighbourhood
boundaries.

Methodology

This case study was compiled through the review of published plan and Council documents, notably the *Hamilton Neighbourhood Action Planning Toolkit* (2012), the *Hamilton Neighbourhood Action Strategy 2014 Annual Update*, and the *McQuesten Neighbourhood Action Plan* (2012). Additionally, information was obtained through a telephone interview with a member of the Social Planning Research Council of Hamilton.

Major Stakeholders

City of Hamilton: Responsible for endorsing the NAS, the City of Hamilton championed the formation of partnerships between major stakeholders (City of Hamilton, 2015). In addition, Council provided funding for strategies and approved a \$2,000,000 allocation to the NAS (City of Hamilton, 2011).

Hamilton Community Foundation (HCF): The HCF is part of a network of Canadian community foundations who contribute time, leadership and financial support to initiatives that benefit their community, based on a deep understanding of local needs and opportunities (Hamilton Community Foundation, 2015). The HCF was also a large funder of the NAS, making annual contributions of \$1,000,000 (City of Hamilton, 2014b).

Social Planning Research Council of Hamilton (SPRC): The SPRC's primary role was the oversight of the community developers and animators involved in the social development planning process (SPRC, 2012). The role of the community developers is to provide quality Asset-Based Community Development (ABCD) support to neighbourhood planning teams and residents, and to support the completion of the NAPs (SPRC, 2012). In the past year, the SPRC has provided \$96,000 in financial support (City of Hamilton, 2014b).

Residents: Residents played an instrumental role in creating the individual NAPs. A majority of the planning team was composed of neighbourhood residents, who reached out to the community to gather feedback and help create the plan.

Community Context: *The McQuesten Neighbourhood Action Plan, Hamilton*

The McQuesten neighbourhood is located in Hamilton, Ontario, and was one of the eleven priority neighbourhoods identified to create a NAP (*Figure 26*). It has approximately 7,000 residents, and lower income and educational attainment than greater Hamilton (Mayo, 2012). The neighbourhood is composed of single and semi-detached homes, as well as social housing townhouses, with approximately 10% of the rental units being rent-geared-to-income. Additionally, approximately one third of the population is under the age of 19, and roughly half of families are lone-parent (Mayo, 2012). Despite these challenges, the McQuesten neighbourhood boasts high levels of community involvement and a long history of community development.

Process and Goals

The Neighbourhood Action Strategy planning process involves multiple steps to ensure that subsequent Neighbourhood Action Plans are comprehensive and representative of the neighbourhood. Throughout the process, it is important that residents are engaged to ensure there is continuous review, revision, monitoring and adjustment to the action plan (City of Hamilton, 2012b). The planning process involves seven important steps:

1. Engaging existing groups
2. Engaging residents through asset mapping
3. Establishing the planning team
4. Neighbourhood profile & vision
5. Developing a work plan: goals, objectives and quick wins
6. Communicating the plan
7. Finalizing the Neighbourhood Action Plan

Based on this process, the McQuesten Neighbourhood Action Plan was created by the planning team and residents over a six-month period in 2012 (City of Hamilton, 2012a). Extensive community consultation occurred throughout the planning process, ensuring the plan captured the community's vision and priorities. Improving neighbourhood safety and security, economic and educational opportunities, health and well-being, and pride, were identified as priorities.

Implementation

The McQuesten Neighbourhood Action Plan was endorsed by City Council and is to be implemented between 2012 and 2017 (City of Hamilton, 2012a). The planning team was tasked with engaging key community stakeholders to assist in the implementation of the plan. However, not all actions were given a timeline for completion.

As of November 2015, a number of actions have been added, actions have evolved, and timelines have changed in McQuesten's NAP; all with a commitment to the original goals. These changes have occurred due to differing opportunities for funding and resource availability (SPRC, 2015). Lower priority actions may be re-prioritized if funding or resource opportunities arise. These changes have not had a negative effect on the success of the NAP, but rather have helped advance the plan. Additionally, as of November 2015, many neighbourhoods involved with the NAS have begun to re-evaluate their plans to add actions and increase commitments to original actions. This re-evaluation process is entirely a resident-initiated process, rather than a formal step in the planning process (SPRC, 2015).

Evaluation

The City of Hamilton and community partners and researchers have committed to monitoring and evaluating the progress of the NAS. Evaluating progress will assist in understanding how the strategy can be improved and its overall impact on residents (City of Hamilton, 2014a). Evaluation is split into two categories:

1) Evaluation of the Process

Implementation of Neighbourhood Priorities

- Assessment of the implementation of the neighbourhood priorities
- Interviews conducted with stakeholders involved in the NAS, addressing issues such as partnerships, community involvement, group dynamics, and leadership.

Community Development Work

- In-depth study to assess the impacts of the Community Developers
- Helped researchers track how initiatives were unfolding and understand how community developers address challenges (City of Hamilton, 2014a).

2) Evaluation of the Outcomes

Hamilton Neighbourhoods Study

- Resident surveys completed every 2 years, focusing on the health and well-being of residents
- Measures the impact of the NAS, assessing quality of life and neighbourhood-level indicators.

Neighbourhood Level Indicators

- Data on neighbourhood level indicators will be collected every 2-3 years to provide updates on quality of life.
- Indicators look at community, safety, health, employment, education, etc (City of Hamilton, 2014a).

Table 7: Convergence between the McQuesten Neighbourhood Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Education support and employment training require improvement.	Stakeholders were identified as opportunities arose	1) School Boards can provide support to families with children in school (homework routines, etc.). 2) Support programs that encourage children to remain in school. 3) Develop leadership and mentoring programs for youth. 4) Devise volunteer opportunities for youth.
Safety and Security	Neighbourhood perceived as unsafe, and undesirable.	Stakeholders were identified as opportunities arose	1) Develop an anti-drug campaign for youth. 2) Support lone-parent families in child supervision. 3) Educate community regarding waste management. 4) Improve recreational programming for teens.
Service Coordination	Program coordination requires improvement.	Stakeholders were identified as opportunities arose	1) Support community centres and siting of services at such locations. 2) Better inform residents of upcoming community activities. 3) Partner with local university, particularly regarding nursing/public health projects.
Community Identity	Neighbourhood has weak sense of identity, leading to complacency in state of repair.	Stakeholders were identified as opportunities arose	1) Plan engagement events and community building exercises. 2) Create a coffee house where residents can interact. 3) Enhance community gathering spaces.
Generational Poverty	Chronic unemployment is pervasive.	Stakeholders were identified as opportunities arose	1) Enhance employment training and skill development for youth and adults. 2) Encourage businesses to advertise and hire locally.

Key Lessons

- Strong public-private partnerships are important to obtain funding and resources, create partnerships, and develop strategies.
- A comprehensive planning process ensures representation of a neighbourhood.
- Asset-Based Community Development is a strategic method to understand a community's strengths, skills, supports, and values.
- Community developers and animators play a significant role in providing Asset-Based Community Development support to neighbourhoods.
- Evaluation of the process and outcomes is essential to understanding the impact of the plan.
- Creating timelines for actions would be beneficial to keep communities on track to achieving their goals.

References

- City of Hamilton. (2013). *Hamilton's Neighbourhood Action Strategy Boundaries*. Retrieved from: <https://www.hamilton.ca/sites/default/files/media/browser/2015-03-06/neighbourhoodactionmaprevisedjuly2013.pdf>
- City of Hamilton. (2012b). *Hamilton Neighbourhood Action Planning Toolkit*. Hamilton, Ontario.
- City of Hamilton. (2014a). *Hamilton Neighbourhood Action Strategy: 2014 Annual Update*. Hamilton, Ontario.
- City of Hamilton. (2012a). *McQuesten Neighbourhood Action Plan*. Hamilton, Ontario: Neighbourhood Development Office.
- City of Hamilton. (2011). *Neighbourhood Development Strategy (CM11007)*. General Issues Committee Report.
- City of Hamilton. (2014b). *Neighbourhood Action Strategy City-Wide Initiatives (CES14026)*. General Issues Committee Report.
- City of Hamilton. (2015). *Neighbourhood Action Strategy*. Retrieved from: <http://www.hamilton.ca/cityinitiatives/strategies-actions/neighbourhood-action-strategy>
- Hamilton Community Foundation. (2015). *Who is the Hamilton Community Foundation?* Retrieved from: <http://hamiltoncommunityfoundation.ca/about/>
- Mayo, S. (2012). *McQuesten Neighbourhood Profile*. Hamilton, Ontario: Social Planning Research Council of Hamilton.
- Social Planning Research Council of Hamilton. (2012). *Neighbourhood Action Strategy*. Retrieved from: <http://www.sprc.hamilton.on.ca/neighbourhood-action-strategy/>
- SPRC. (Telephone Interview, 2015, Nov 06).

4.6

THE MEADOWS
NOTTINGHAM, UNITED
KINGDOM

Summary

The Meadows is a neighbourhood located south of downtown Nottingham, United Kingdom (Figure 27 & 28). This area has historically been mixed use, with

factories, warehouses, government buildings and public housing (Mellers, 2010). In the 1970s, much of the industrial age neighbourhood was replaced with new housing. This redevelopment provided more suitable living standards, but also led to the displacement of many residents. Today the neighbourhood is characterized by low incomes, high rates of unemployment, and low levels of educational attainment. Over half the population is under the

Figure 27:
The Meadows
neighbourhood
in relation to
downtown
Nottingham.

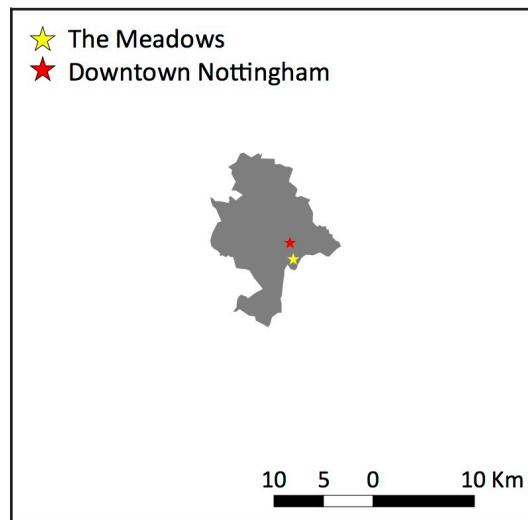


Figure 28:
Aerial photo of
The Meadows
identifying
neighbourhood
boundaries.



age of 30, and the neighbourhood has one of the highest rates of childhood poverty in the United Kingdom. Concerns also exist regarding high rates of drug related criminal activity in certain areas of the neighbourhood (Milligan, 2013). In 2009, the *Meadows Tomorrow* neighbourhood plan was created to physically and socially revitalize the area and address these challenges.

Methodology

This case study was compiled through review of published plan documents, notably the Meadows neighbourhood plan, *Meadows Tomorrow: Meadows Neighbourhood Plan* (2009).

Major Stakeholders

Nottingham City Council: City Council provided a majority of the funding and approved the final draft of the plan (Young, 2009). The City Council's vision for the plan was to help the Meadows become a more socially and economically stable neighbourhood, integrated into the surrounding community.

Community Transformation Working Group (CTWG): The Community Transformation Working Group (CTWG) led public participation events, consulted experts, and drafted the plan. This group was composed of representatives from various sub-communities in the neighbourhood.

Meadows Resident Population: Residents played a key role in plan development and were involved in each step of the planning process.

Process

City Council made it a priority to ensure that residents were involved throughout the plan development process. The CTWG created a regeneration process which started with a consultation phase called "The Beginning" (Young, 2009). During this phase, the plan's vision was created to pursue a brighter future for neighbourhood residents. This was followed by a second consultation phase called "Issues" (Young, 2009). The issues phase involved creating approaches to addressing identified challenges. Neighbourhood residents and business owners played a prominent role during this phase. A third phase of plan development was comprised of two workshops, one addressing housing concerns and another

addressing neighbourhood economic vitality. The plan was finally drafted as the engagement process culminated.

Implementation

The plan outlines a section titled “Delivery Advice” which provides a framework on how each program and service will be implemented (Young, 2009). The framework outlines projects as quick wins, medium-term goals, or long-term goals; each identifies key partners, costs, funding sources, and delivery mechanisms.

Evaluation

Each pursuit is evaluated in the short and long term by Nottingham City Council. Monitoring seeks to ensure that programs are implemented as planned, and outcomes meet expectations (Young, 2009).

Table 8: Convergence between Meadows Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Youth struggle with academic achievement, and schools are near capacity.	1) School Board 2) CTWG	1) Provide youth academic support programming. 2) Support existing Youth Community Centre. 3) Provide youth with extra-curricular and social opportunities.
Safety and Security	Drug related crime is prevalent.	1) City of Nottingham 2) Local Police	1) Improve police surveillance on known areas of drug activity. 2) Create programs to provide youth with alternatives to criminal activity.
Service Coordination	Health and social servicing is sub-standard. Residents have poor health outcomes.	1) Service Providers 2) Non-Profit Organizations	1) Improve outreach and support to residents with disabilities.
Community Identity	Residents' sense of community identity is not strong.	1) Residents 2) CTWG	1) Create and support partnerships amongst community stakeholders. 2) Promote arts and cultural events.
Generational Poverty	Residents experience low educational employment and high unemployment.	1) Residents 2) Local Businesses 3) City of Nottingham	1) Improve transportation from neighbourhood to downtown employment opportunities. 2) Provide adults with trades training. 3) Promote youth educational attainment.

Key Lessons

- Delineating certain sections of a neighbourhood by challenges and characteristics can aid the implementation of services.
- Opportunities for extracurricular activities can be an effective means of creating social cohesion
- Area management groups can be useful in providing specific sections of a neighbourhood with tailor made services.

References

- Dandeniya, R. (2003). *The Dark Side of Nottingham*. Retrieved from: http://www.bbc.co.uk/nottingham/students/2003/10/the_dark_side_of_nottingham.shtml
- Edwards, M. (2013). *New names proposed for tram stops in the Meadows*. Retrieved from: <https://michaelmedwards.wordpress.com/2013/02/20/new-names-proposed-for-tram-stops-in-the-meadows/>
- Mellers, R. (2010). *Nottinghamshire History - Old Nottingham Suburbs. Then and Now, 1914*. Retrieved from: <http://www.nottshistory.org.uk/articles/mellorsarticles/lenton1.htm>
- Milligan, B. (2013). *Britain's Poorest City: The Struggle to Make Ends Meet- BBC News* Retrieved from: <http://www.bbc.com/news/business-22623964>
- This Is Nottingham. (2009). *Meadows Project To Get Youngsters Into Sport*. Retrieved from: <http://www.nottinghampost.com/Meadows-project-youngsters-sport/story-12225373-detail/story.html>
- Young T. (2009). *The Meadows Tomorrow, Meadows Neighbourhood Plan Final Report August 2009*. Retrieved from: <http://www.nottinghaminsight.org.uk/f/65008/Library/Housing/Meadows-Neighbourhood-Plan/>

4.7 NEW COMMUNITIES PROGRAM CHICAGO, ILLINOIS, USA

Summary

The New Communities Program (NCP) was a 10-year initiative to improve conditions in distressed urban neighbourhoods in Chicago, IL. Launched in 2003, the NCP took a relatively new approach to community development called ‘comprehensive community initiatives’ (CCIs) (Torjman & Leviten-Reid, 2003). The NCP targeted 14 neighbourhoods with varying challenges. The program sought to transform these neighbourhoods through an engaged community-based approach that attacked multiple challenges simultaneously. This included interventions to improve housing, social services, public policy, community safety, transportation, education, and human capital.

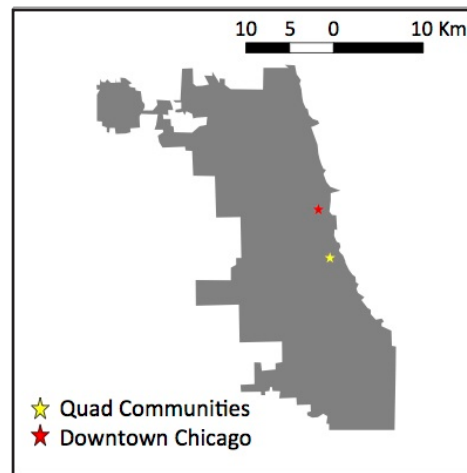


Figure 29: Quad Communities in relation to downtown Chicago.



Figure 30: Aerial photo of the Quad Communities identifying neighbourhood boundaries.

Methodology

This case study was compiled through the review of grey literature, notably internal documents from the Local Initiatives Support Corporation (LISC) and the Local Initiatives Support Corporation of Chicago (LISC/Chicago), and an interim evaluation of the NCP. Further, the Quad Communities, one of the 14 neighbourhoods targeted by the NCP, was used in this case study to contextualize the planning and implementation processes.

Key Stakeholders

Local Initiatives Support Corporation (LISC) (Intermediary): The LISC is a national level intermediary that assists non-profit community development organizations to revitalize distressed neighbourhoods into healthy and sustainable communities (LISC, 2014). To do so the LISC mobilizes corporate, government and philanthropic support to provide financial assistance, local policy support, and technical and management assistance.

LISC/Chicago ('Managing' Intermediary): LISC/Chicago was the regional 'managing' intermediary, which worked directly with lead agencies and other community organizations in both the planning and implementation of the NCP. Generally, their roles included allocating funds, providing technical assistance to lead agencies, offering policy support, and providing leadership in the targeted communities.

MacArthur Foundation: The MacArthur Foundation is one of the United States' largest independent foundations. The planning and implementation of the NCP was largely financed through a \$47 million grant by the MacArthur Foundation.

Lead Agencies: Lead agencies—also referred to as 'local intermediaries'—were community development organizations that were vetted by LISC/Chicago to direct the community planning process and help manage the implementation of projects. The single largest responsibility that lead agencies had was the development of a 'quality-of-life' plan.

Community Organizations: Community organizations were involved in both the planning and implementation phases of the NCP. They helped identify community priorities and worked with other community organizations to build their own organizational capacity.

Neighbourhood Residents: Local residents were paramount in identifying the assets and needs of their community. With their participation, the NCP and ‘Quality-of-Life’ plans gained credibility and community buy-in.

External Partners – Public, Private, and Philanthropic Sector: The public, private, and philanthropic sector was utilized to help bring in additional resources. Particularly, once projects began the implementation phase, external partners were approached to ‘leverage’ seed grants provided for certain projects.

Community Context: The *Quad Communities Plan*, Chicago

The Quad Communities in the Mid-South Side of Chicago (*Figure 29 & 30*) were disinvested, faced recent population decline, had a large proportion of low-income residents, and had low levels of housing development. In 2000, about 15 percent of households in the four neighbourhoods that made up the Quad Communities relied upon income assistance. Further, roughly 75% of residents rented their place of residence, with almost 65% of households making less than \$35,000/year.

Process and Goals

The primary purpose of the planning phase was to build relationships among community organizations and develop a quality-of-life plan. Within a nine-month phase, it was common to have meetings that identified needs and assets, create subcommittees to tackle particular issues, develop a vision, goals, and strategies, and set roles for implementation (LISC/Chicago, n.d). In addition, the NCP advocated the launch of ‘early action’ projects. If an idea was presented during this phase that could be implemented quickly, it would be immediately pursued.

In the final stage of the planning process, a quality-of-life plan was developed. This document offered a guide for implementation of the plan. A basic framework included the following information: 1) a detailed description of neighbourhood context; 2) a statement of the plan’s vision; 3) a detailed outline of proposed strategies and actions; and 4) a work plan defining responsibilities.

Implementation

Implementation of the quality-of-life plan was undertaken in various ways. Typically, established community organizations would lead implementation, or the process would be led by the lead agency delegated by the managing intermediary. These implementation approaches were broadly conceptualized as *brokering*, *coordinating*, or *doing* strategies.

Sustaining Strategies

Once the implementation process was under way, lead agencies were responsible for ensuring that momentum was sustained. Communication strategies, such as conducting surveys, hosting open meetings, and establishing a user-friendly process for requesting information, were utilized. Additionally, a strategy for governance and oversight structures addressed the challenges of establishing accountability and oversight on projects that community organizations controlled. For example, to ensure accountability, a memorandum of understanding was suggested to clarify expectations at the beginning of partnerships.

Funding Strategies

The funding model for NCP was based on the premise of leveraging. Seed grants were provided by LISC/Chicago to kick start projects so that lead agencies could attract additional investments from the public, private or philanthropic sector. For example, a seed grant could be used to assist small businesses in applying for loans in a new commercial district. However, not all grants were designed to produce leverage. Some grants were used for one-time projects, while others were used to build trust and relationships among community organizations.

Evaluation

LISC/Chicago coordinated evaluation efforts. These encompassed a systematic examination of quality-of-life indicators, over time, in NCP neighbourhoods. An interim evaluation analyzed both qualitative and quantitative data (Greenberg et al., 2010).

Qualitatively, an evaluation consultant looked at ‘program implementation’ by conducting 100+ interviews and observations in all NCP neighbourhoods.

Quantitatively, NCP projects and investments as well as aggregate community indicators were measured. The aggregate community indicators were grouped into three domains:

1. Community safety: violent crime, property crime
2. Housing market activity: home sales, home purchase loan amounts, completed foreclosures
3. Commercial vitality: small business loan amounts

Table 9: Convergence between the Quad Communities Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Youth lack employment and social opportunities.	1) Community Organizations 2) Non-Profit Organizations 3) Municipal Workforce Development Dept.	1) Develop youth experience opportunities and internships with local businesses. 2) Expand year-round recreation opportunities. 3) Create intergenerational workshops to connect younger and older demographics.
Safety and Security	Streets are perceived as unsafe, and crime and violence are prevalent.	1) Community Organizations 2) Lead Agency 3) Local Police	1) Collect and analyze crime statistics to understand problem areas. 2) Organize a working group to address safety concerns.
Service Coordination	Service delivery and promotion requires improved coordination.	1) Universities and Colleges 2) Lead Agency 3) Community Organizations	1) Develop a directory of health and social services. 2) Create and strengthen partnerships between service providers.
Community Identity	<i>Theme not addressed</i>	<i>Theme not addressed</i>	<i>Theme not addressed</i>
Generational Poverty	Unemployment rates are double those experienced beyond the neighbourhood.	1) Banks and local lenders 2) Community Organizations 3) Lead Agency 4) Universities and Colleges	1) Develop a Support Centre offering job placement, financial education, and homebuyer education services, amongst others. 2) Develop an employment services taskforce to set priorities regarding residents' employment.

Key Lessons

- Having a key lead stakeholder can be beneficial in supporting relationships among groups, promoting their capacity, and helping to steer investments to them.
- Community development organizations spent a considerable amount of time engaging with the community-at-large and developing connections with community organizations. This helped build buy-in from the community and enhanced the community's organizational infrastructure.
- Funding from LISC/Chicago was not often intended to cover the full costs of implementing a project. Rather, the funding was used for leveraging purposes.
- The NCP adopted a Comprehensive Community Initiatives (CCI) approach that was multi-sectorial, community-based, collaborative, asset and needs-based, adaptive, innovative, analytical and intentional, and long-term focussed.
- Decentralization of power may be advantageous, allowing change to occur from the bottom-up. The planning and implementation of the quality-of-life plan was conceived and acted on at the community-level.

References

- Frisch, M., & Servon, L. (2006). CDCs and the Changing Context of Urban Community Development: A Review of the Field and the Environment. *Journal of Community Development Society* 37(4): 88-108.
- Greenberg, D., Verma, N., Dillman, K., & Chaskin, R. (2010). *Creating a Platform for Sustained Neighbourhood Improvement: Interim Findings from Chicago's New Communities Program*. Chicago, IL: MDRC.
- LISC. (2014). *Our Future Is Here: 2014 Online Annual Report Supplement*. Retrieved from: http://www.lisc.org/annualreport/2014/pdf/2014_annual_report_supplement.pdf
- LISC/Chicago. (n.d). *Douglas, Grant Boulevard, North Kenwood-Oakland: Community Data Snapshot*. Retrieved from: <http://www.newcommunities.org/communities/douglas/maps.asp>
- LISC/Chicago. (n.d). *Planning Handbook: Roadmap to the "Quality of Life" Planning Process*. Retrieved from: <http://www.newcommunities.org/cmadoes/NCPPlanningHandbook.pdf>
- LISC/Chicago. (2005). *Quad Communities: Connecting Past, Present and Future*. Retrieved from: <http://www.newcommunities.org/cmadoes/QuadCommQoFL2005.pdf>
- Torjman, S., & Leviten-Reid, E. (2003). *Comprehensive Community Initiatives*. Ottawa, ON: Caledon Institute of Social Policy

4.8

YESLER TERRACE
SEATTLE, WASHINGTON,
USA**Summary**

In 2006, the Seattle Housing Authority (SHA) partnered with local businesses, Seattle University, non-profit organizations, healthcare providers and Seattle City Council to revitalize the Yesler Terrace neighbourhood (*Figure 32*). Yesler Terrace is Seattle's last remaining large-scale public housing project. The *Yesler Terrace Redevelopment Plan* seeks to expand past efforts to revitalize the low-income neighbourhood lacking social and health services. Nearly 40% of the neighbourhood lives in poverty, and a high proportion of residents do not have a secondary school diploma (CityData, 2015). The neighbourhood also experiences nearly double the crime rate compared to greater Seattle (CityData, 2015). During the past ten years there has been a push to convert the neighbourhood to a mixed

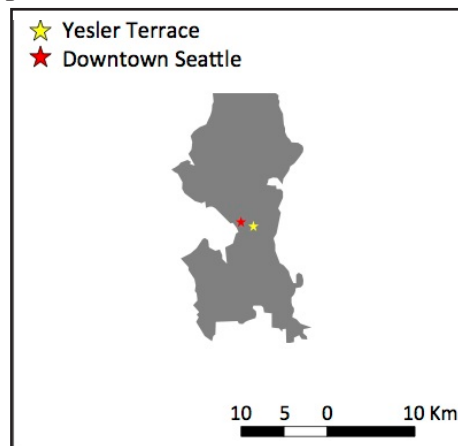


Figure 31:
Yesler Terrace
neighbourhood
in relation to
downtown Seattle.



Figure 32:
Aerial photo of
Yesler Terrace
identifying
neighbourhood
boundaries.

income area, as has occurred in other challenged Seattle neighbourhoods.

Methodology

This case study was compiled through review of published plan documents, including the Yesler Terrace Redevelopment Plan entitled *Annual Implementation Reports* (2015) and the *Definitions and Guiding Principles* (2007). Additional information was collected from secondary sources including grey literature.

Major Stakeholders

Seattle Housing Authority: The SHA is the department of Seattle's local government responsible for providing affordable housing. The department is governed by a Board of Commissioners whose members are appointed by the mayor. The SHA has been pivotal in the history of public housing projects in the United States (Caldbeck, 2014).

Non-Profits and Educational Institutions: Seattle University and the Neighbourhood House and College Success Foundation have assisted in providing educational opportunities for children and teenagers in Yesler Terrace (Seattle Housing, 2013). Other philanthropic foundations have provided financial assistance to support social development projects.

Yesler Terrace Resident Population: Residents were involved in the process through the Citizen Review Committee, with its main goals being to improve the standard of living and reduce resident displacement during project implementation.

Process and Goals

Community engagement was a critical component of the Yesler Terrace plan. The SHA created a Citizen Review Committee to manage community involvement for the project (Campbell, 2015). Numerous design charrettes were held to gather information regarding residents' priorities and preferences. Additional meetings occurred to address housing relocation and minimize displacement. Given that displacement was the most controversial part of the plan, the SHA made it a top priority to ensure that residents were informed of all changes. The four guiding principles for the plan identified during this process were

social equity, economic opportunity, environmental stewardship, and one-for-one replacement housing (Seattle Housing, 2013).

Implementation

The Seattle Housing Authority was responsible for the implementation of the plan, in partnership with Seattle University. The first phase of implementation was the initiation of construction, followed by the second phase which saw the implementation of social and health services. Social and health services were implemented in a piecemeal fashion. The third phase, currently underway, involves the relocation of residents into the new housing project.

Evaluation

The SHA, along with various other stakeholders have monitored the success of the plan by evaluating specific metrics. These include academic performance, workforce participation, personal health levels, and social service availability. For example, Seattle University evaluated education data to determine improvements amongst student mathematics and reading scores, which have improved since 2010-11 (Seattle Housing, 2015b). Additionally, the *Yesler Needs Assessment*, completed in 2014, observed an increase in respondents who reported personal health as being “excellent” (Seattle Housing, 2015b).

Table 10: Convergence between Yesler Terrace Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Youth experience low educational attainment and high crime participation.	1) Seattle University 2) Seattle Housing Authority	1) Create after-school programming, dedicated to improving educational attainment. 2) Fund early-childhood programming.
Safety and Security	Crime rate in neighbourhood is double that in greater Seattle.	1) City of Seattle 2) Neighbourhood residents.	1) Disseminate public safety information. 2) Increase police presence on foot and bike. 3) Conduct community safety audits. 4) Promote <i>Crime Prevention through Environmental Design</i> .
Service Coordination	Services are not well coordinated.	1) Seattle Housing Authority 2) Non-Profit Organizations	1) Bi-annual Healthcare needs assessments to prioritize resource allocation.
Community Identity	Residents fear displacement as redevelopment occurs.	1) Seattle Housing Authority 2) Neighbourhood residents	1) Provide opportunities for public participation during the redevelopment process. 2) Improvement to the Community Centre to make it an epicenter of social and cultural life. 3) Celebrate community cultural events.
Generational Poverty	40% of residents live in conditions of poverty.	1) Seattle Housing Authority 2) Non-Profit Organizations	1) Promote youth educational attainment. 2) Provide career counseling and job fairs. 3) Promote connections to employment opportunities beyond the neighbourhood.

Key Lessons

- It is critical that plans seeking to promote neighbourhood economic development consult neighbourhood residents to ensure an appropriate approach.
- Social Development Plans can be highly effective when placed within a broader neighbourhood physical redevelopment plan.
- Developing strong partnerships between a housing authority and local institutions including Universities and non-profits can increase the efficiency and effectiveness of a social development plan in achieving its goals.

References

- Caldbeck, J. (2014). *Seattle Housing Authority*. Retrieved from: <http://www.seattlehousing.org/redevelopment/yesler-terrace/overview/index.bak.htm>
- Campbell, A. (2014). *A Fresh Look At Yesler Terrace's Redevelopment*. Retrieved from: <http://seattle.curbed.com/archives/2014/07/an-indepth-look-at-yesler-terraces-redevelopment.php>
- CityData. (2015). *Yesler Terrace Neighbourhood in Seattle, Washington (WA)*. Retrieved from: <http://www.city-data.com/neighborhood/Yesler-Terrace-Seattle-WA.html>
- Mudede, C. (2013). *The Twilight of Yesler Terrace*. Retrieved from: <http://www.thestranger.com/seattle/the-twilight-of-yesler-terrace/Content?oid=15933703>
- Seattle Housing. (2007). *Definitions & Guiding Principles*. Retrieved from: https://www.seattlehousing.org/redevelopment/pdf/YT_Guiding_Principles_English.pdf
- Seattle Housing. (2013). *2012 Annual Implementation Report for the Yesler Terrace*. Retrieved from: [https://www.seattleu.edu/uploadedFiles/2013%20Annual%20Yesler%20Terrace%20Implementation%20Report%20\(2\).pdf](https://www.seattleu.edu/uploadedFiles/2013%20Annual%20Yesler%20Terrace%20Implementation%20Report%20(2).pdf)
- Seattle Housing. (2015). *Yesler Terrace*. Retrieved from: https://www.seattleu.edu/uploadedFiles/Yesler_Annual_ImplementationReport_FINAL033015.pdf
- Seattle Housing. (2015). *2014 Annual Implementation Report for the Yesler Terrace*. Retrieved from: http://portal.hud.gov/hudportal/documents/huddoc?id=seattle_fy15plan.pdf
- Seattle Housing. (n.d.) *An evolving neighbourhood: The redevelopment of Yesler Terrace*. Retrieved from: <http://seattlehousing.net/wp-content/uploads/2013/12/map-only-final-5-20.pdf>

4.9

DOWNTOWN EASTSIDE
VANCOUVER,
BRITISH COLUMBIA

Summary

The *Downtown Eastside (DTES) Plan* was created by the City of Vancouver in conjunction with the Local Area Planning Process Committee (LAPP). The plan was approved by Vancouver City Council and is supported by other government documents, notably the Social Impact Assessment, the Local Area Profile, and the Public Consultation Summary Report. Despite being a mixed income neighbourhood, over half of the residents are impoverished. Therefore, a large

proportion of the population is dependent on the support of non-profit organizations, religious institutions, and income assistance (City of Vancouver, 2014a). Several projects and programs tackling specific issues, such as homelessness, have previously been implemented in the neighbourhood, however, the *Downtown Eastside Plan* is the first long term social plan that seeks to improve the quality of life for DTES residents.

Figure 33:
Downtown
Eastside in
relation to
downtown
Vancouver.

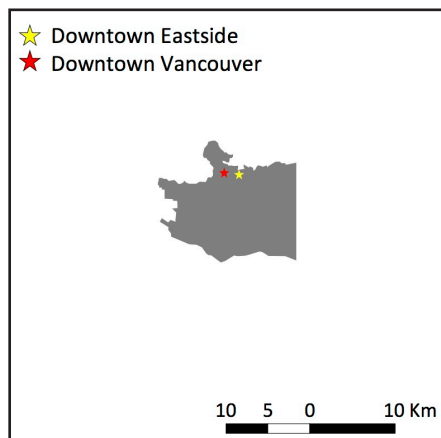
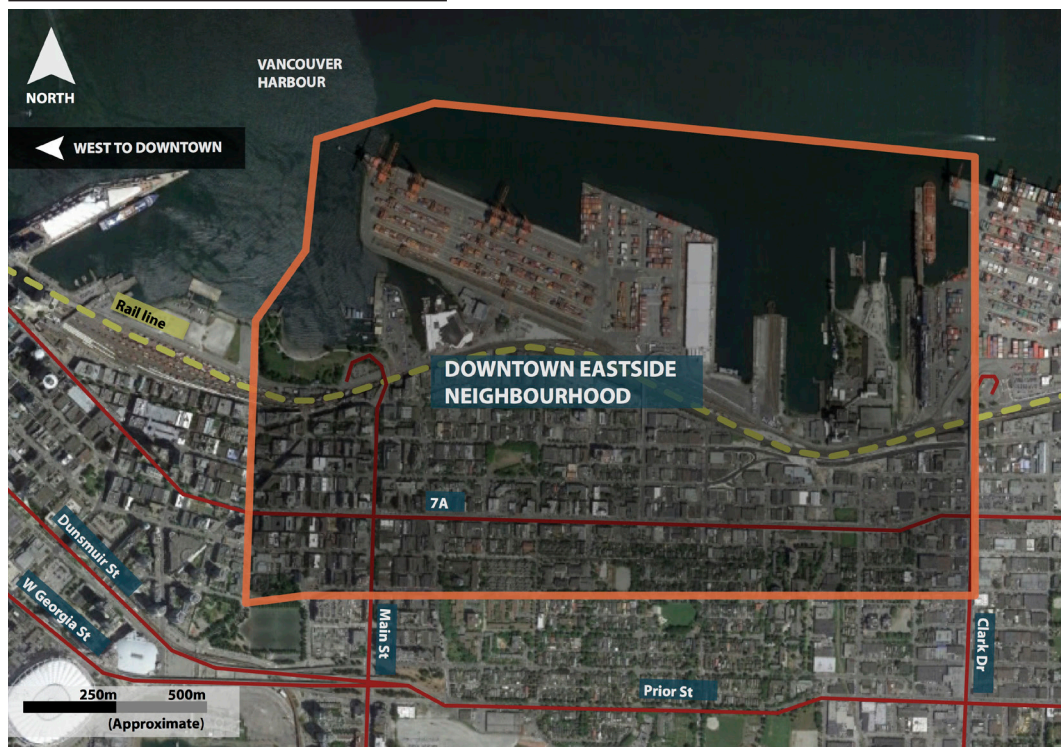


Figure 34:
Aerial photo
of Downtown
Eastside
identifying
neighbourhood
boundaries.



Methodology

This case study was compiled through the review of published plan documents, notably the *Downtown Eastside Plan* (2014). Additional information was collected using secondary sources and a telephone interview with graduate student whose research has focused on development planning processes in the DTES (Wideman, 2015).

Major Stakeholders

LAPP Committee: This temporary agency consisted of aboriginal activists, working class advocacy groups, non-profit organizations, and businesses. Its primary purpose was to identify goals and coordinate the participation process. Planners helped to lead the public meetings and workshops, and mediated between disparate groups (Hyslop, 2013).

Vancouver City Council: The City Council approved the DTES plan and began the implementation process (Wideman, 2015).

Downtown Eastside Residents: The residents of the Downtown Eastside neighbourhood were participants in the planning process. They requested improvements in services, amenities, and economic opportunities, and were strongly resistant to neighbourhood gentrification (Garr, 2015).

Developers: There were powerful developer lobbyists in Vancouver interested in DTES land as a development opportunity.

Process and Goals

Throughout the planning process, the Vancouver City Council and LAPP consulted with business improvement associations, social service providers, First Nations groups, and local residents. In phase one, public meetings, focus groups, and workshops were held. The focus groups often revolved around one special interest group, while the workshops dealt with one major issue. Competing interests made progress in meetings quite difficult (City of Vancouver, 2014c).

Phase two involved roundtable planning sessions on four topics: places, livelihoods, homes, and well-being. Strategies and goals were created, focusing on affordable housing, employment assistance, youth programs, outdoor amenities,

crime prevention, and health services. Additional meetings and workshops were held, where feedback questionnaires were utilized (City of Vancouver, 2014b). Once the feedback questionnaires were reviewed a draft plan was created in phase three. The draft plan was revised and finally approved by City Council (City of Vancouver, 2014b).

Implementation

Changes to zoning by-laws and amendments to programs were required by the City in order to implement the plan. Much of this was due to the linkages between social and physical planning, particularly around facilities that provided social and health services.

Evaluation

After the implementation of the plan, effects were measured and monitored using a social impact management framework. This evaluation framework was broken down into five steps. The first step was to fully understand the community context. The following step was to continuously engage with the community, particularly, low income residents. The third was to assess the impact of future development; this was especially critical when dealing with the issue of gentrification. The fourth step involved managing community assets in order to ensure that negative impacts from development or community services and programs were improved and that all benefits were maximized. The final evaluation step was to monitor community assets (City of Vancouver, 2014b).

Table 11: Convergence between Downtown Eastside Plan and Themes of Interest

	Challenge	Stakeholders	Actions
Youth Engagement, Programs, and Education	Youth oriented services lacking in the community.	1) School Boards 2) Non-Profit Organizations 3) City of Vancouver 4) LAPP Committee	1) Provide early-childhood care programming. 2) Promote youth educational attainment. 3) Create an advisory group for at-risk youth.
Safety and Security	Poor perception of community safety stifles neighbourhood social and economic vitality.	1) Vancouver Police 2) LAPP Committee	1) Increase community police presence. 2) Focus drug enforcement on gang related crime.
Service Coordination	High demand for services, due to substance abuse and mental illness prevalence.	1) LAPP Committee 2) City of Vancouver	1) Integrate addiction services with other health services, including treatment centres and safe injection sites. 2) Focus drug policy on prevention, enforcement, treatment, and harm-reduction.
Community Identity	Boundaries of the community shift frequently, challenging identity establishment.	1) City of Vancouver 2) LAPP Committee	1) Improve cultural amenities at community centres.
Generational Poverty	Great reliance upon income assistance amongst neighbourhood residents.	1) LAPP Committee 2) Planning Consultants	1) Incentivize local businesses to employ local residents. 2) Promote local entrepreneurship.

Key Lessons

- Understanding the complexities of a neighbourhood's history and context is critical in devising a social development plan.
- Key concepts, such as affordable housing, should be well defined in order to execute a successful plan.
- Power dynamics in the public participation process must be acknowledged and participation opportunities for all stakeholders must be genuine.
- Social development projects must ensure that a sophisticated participation process is not a mask for a top-down approach.
- Committee meetings can often be contentious. It is paramount that conflicts are mediated and an equitable compromise is reached.

References

- City of Vancouver. (2014a). "Downtown Eastside." *City of Vancouver*. Retrieved from: <http://vancouver.ca/files/cov/downtown-eastside-plan.pdf>
- City of Vancouver. (2014b). Downtown East side Draft Local Area Plan. Retrieved from: <http://vancouver.ca/files/cov/downtown-eastside-draft-local-area-plan.pdf>
- City of Vancouver. (2014c). Downtown Eastside Social Impact Assessment. *City of Vancouver*. Retrieved from: <http://www.vancourier.com/opinion/neighbourhood-bully-harms-downtown-eastside-planning-process-1.380338>
- Garr, A. (2012). Neighbourhood Bully Harms Downtown Eastside Planning Process. *Vancouver Courier*. Retrieved from: <http://www.vancourier.com/opinion/neighbourhood-bully-harms-downtown-eastside-planning-process-1.380338>
- Hyslop, K. (2013). "Future of Downtown Eastside: Inside the Planning Process." *The Tyee*. <http://thetyee.ca/News/2013/03/07/DTES-Planning-Process/>
- Mickleburgh, R. (2015). Planning Leader Joins March Against Downtown Eastside Gentrification. *The Globe and Mail*. Retrieved from: <http://www.theglobeandmail.com/news/british-columbia/planning-leader-joins-march-against-downtown-eastside-gentrification/article12488066/>
- Wideman, Trevor. DTES Participation Process. Online Interview. 22 Oct. 2015.

4.10 CASE STUDIES CONCLUSION

The approaches and strategies employed in each of the case studies investigated in this section have been used to inform the development of recommendations pertaining to plan development and enactment, and addressing the *themes of interest* existing in Rideau Heights. Evidently, much information has been presented in this section, and its utility lies largely in the recognition of similarities and differences emerging from the approaches undertaken. To facilitate the comparison of the case studies presented, several comparative resources have been appended to this report (Appendices A to E). Resources included are:

- Appendix A: Rideau Heights and Surrounding Area Stakeholder Inventory
- Appendix B: Stakeholders and Governance Comparison
- Appendix C: Case Study Methods of Community Engagement
- Appendix D: Case Study Evaluative Techniques
- Appendix E: Themes of Interest Comparison

5

RECOMMENDATIONS FOR SOCIAL DEVELOPMENT PLANNING IN RIDEAU HEIGHTS

The ultimate purpose of this report is to provide guidance to the process of social development planning in the Kingston neighbourhood of Rideau Heights. Such guidance must certainly involve insight to the process of plan creation and enactment, while also focusing upon the manner in which specific problems faced by the neighbourhood can be addressed. The proceeding section provides numerous recommendations to address challenges faced in the Rideau Heights community, organized in two distinct sections. The first section makes suggestions regarding the act of creating a social development plan, organized in the four facets of plan development and enactment that are most essential. These are:

- Stakeholders and Governance
- Plan Development
- Plan Implementation
- Evaluation of Implementation and Outcomes

The second recommendations section provides suggestions pertaining to specific issues identified within the Rideau Heights neighbourhood. These, as have been recurrent throughout this report, are organized as the *themes of interest* most persistent in the community. These are:

- Youth Engagement, Programs, and Education
- Safety & Security
- Service Coordination
- Community Identity
- Generational Poverty

5.1 SOCIAL DEVELOPMENT PLANNING PROCESS

Each recommendation asserts that a particular action or strategy be undertaken. Following this assertion, a brief explanation is provided to justify such an undertaking, proceeded by a brief discussion of recurring, successful, or pertinent approaches undertaken in other contexts, as put forth in the *Case Studies* chapter of this report. The outcomes anticipated as a result of pursuing the recommendation are indicated, based upon case study successes. Unfortunately, the case studies included in the preceding chapter did not provide sufficient procedural information to inform all recommendations. As such, additional resources have been relied upon to support the assertions made. This is particularly evident in recommendations relating to *Implementation* and *Evaluation*. A short introductory preamble is provided in each section to frame the recommendations put forth.

A total of seventeen recommendations are put forth in this section.

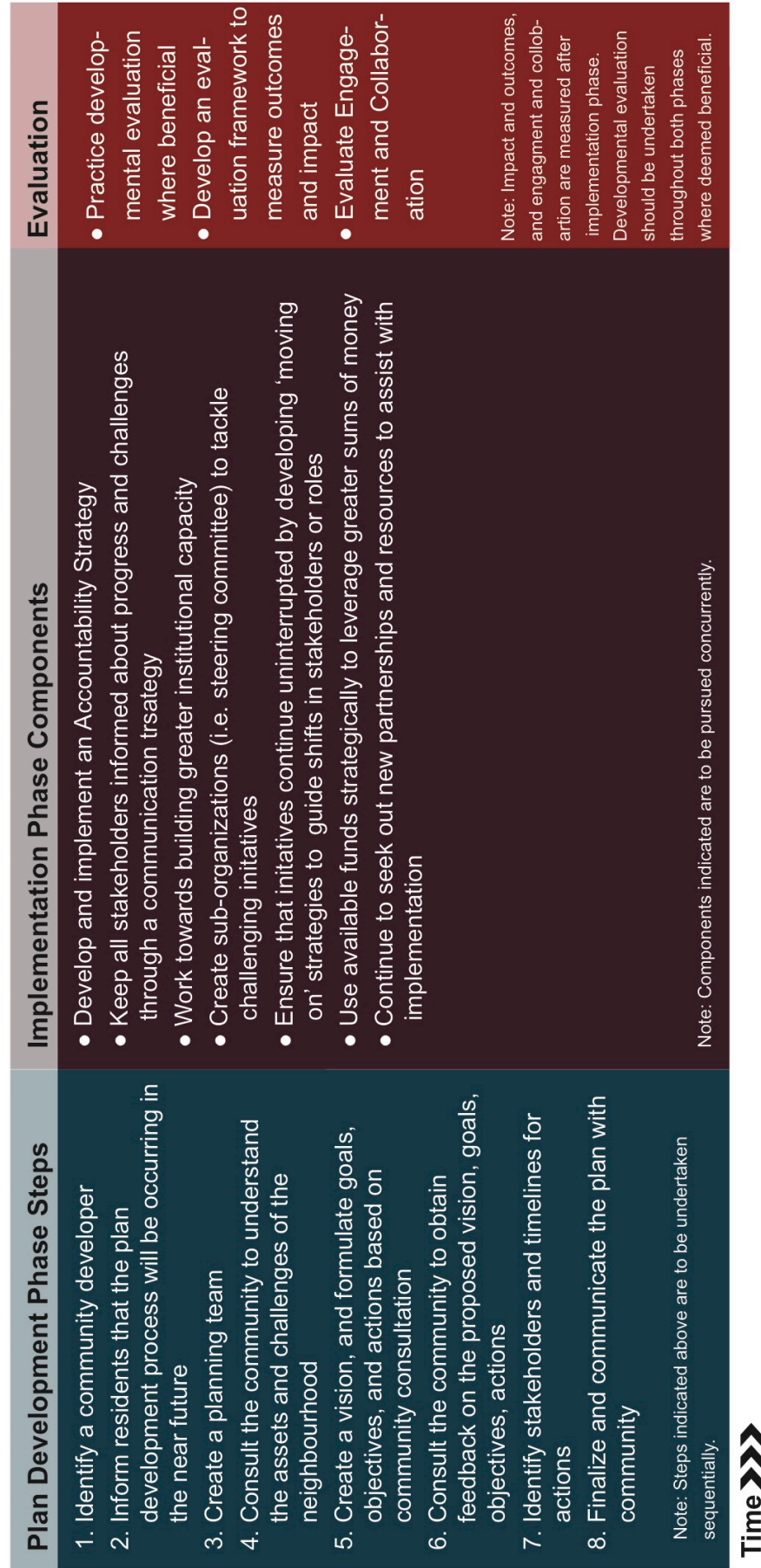
Figure 35 has been included to provide a comprehensive framework for the social development planning process. Each section depicted in the graphic is elaborated upon in the proceeding recommendations.

The graphic identifies three phases of plan development: the process phase, the implementation phase and the evaluation phase. The process phase identifies eight sequential steps to guide plan development using a ‘bottom-up’ approach where residents and community members are meaningfully involved at the beginning and throughout the process.

The implementation phase identifies actions that should be undertaken concurrently in order to ensure plans are implemented in a manner that is accountable, while maintaining efficiency and ongoing success.

Lastly, the evaluation phase uses the concept of ‘developmental evaluation’ in order to measure outcomes and evaluate effectiveness *throughout* the social development planning process, not simply at the end of the process. Developmental evaluation is used in response to the desire for real-time understanding of emerging situations occurring in communities (Dozois, Langlois & Blanchet-Cohen, 2010).

Figure 35: A Comprehensive Social Development Planning Framework



5.1.1 Stakeholders and Governance

The identification of stakeholders is critical to the success of social development planning efforts. This topic is addressed in the following section.

Recommendation 1: Identify key stakeholders to be involved in the social development planning process.

When creating a social development plan (SDP) for Rideau Heights it is important to identify key stakeholders to be involved throughout plan development, implementation, and evaluation phases. Key stakeholders will play an important role in generating feedback, identifying assets and challenges, and establishing a vision for the neighbourhood. Within all case studies, it was evident that stakeholder engagement played a significant role in the development of the SDP. *Appendix B* provides a comparison of stakeholders from our case study findings, outlining the major cross-sector involvement. Based on our case study findings, the key stakeholders that should be involved (at a minimum) include:

- Rideau Heights Residents
- The City of Kingston
- The Health and Social Service Provider Community
- Kingston and Frontenac Housing Corporation

Although the above key stakeholders are those which our group considers as required to enact positive change within the neighbourhood of Rideau Heights; these stakeholders require the support of partner agencies in order to develop programs, offer services, and assist in decision-making processes. Despite their significance, it is premature to speculate on potential partners during the stakeholder identification stage.

All case studies highlighted the importance of including neighbourhood residents as a primary stakeholder. Neighbourhood residents are vital stakeholders as they are most familiar with local challenges and are capable of identifying strategies and goals that can lead to neighbourhood improvement. Residents should be engaged to provide input and feedback on the vision, goals, objectives and actions of the SDP.

The City of Kingston is also a key stakeholder. All case studies identified that the municipal government played a role in the social development planning process, with support from both administrative and elected bodies. Administratively,

Kingston Planning & Development, and Housing and Social Services staff should support plan development, while Kingston City Council provide authority to pursue a social development planning endeavour.

Finally, all case studies have identified the service provider community as an important stakeholder to include during the development of the SDP. Rideau Heights has access to a multitude of community agencies, which is a significant asset during the social development planning process and implementation undertakings. A list of service providers currently serving the Rideau Heights community has been included as *Appendix A*.

Recommendation 2: Decentralize power to local level to shift locus of control to Rideau Heights.

All of the case studies analyzed had varying degrees of involvement from both the government sector and servicing sector. However, the locus of control over the process and implementation did not typically rest within the government sector (i.e. municipality); rather, it rested within a lead agency/planning team comprised of members of local service providers, as well as local residents. For example, the *Neighbourhood Action Strategy* in Hamilton, Ontario was spearheaded by 'Neighbourhood Planning Teams' comprised of an array of community members.

Figure 36:
A Hamilton, Ontario planning team comprised of local residents, service providers, and business owners (Hamilton Neighbourhood Action Strategy, 2013).



This is not to downplay the importance of the government sector. In most cases, the municipal government often played a supporting role by providing

policy and technical support. Further, when the neighbourhood targeted for intervention had a significant stock of public housing, housing authorities were either key stakeholders or the lead on the initiative. However, based on the case studies, it is recommended that the locus of control for a social development plan for Rideau Heights reside within the community by decentralizing the power to plan and implement.

5.1.2 Plan Development

When creating a social development plan for Rideau Heights, a comprehensive plan development process is critical to ensure positive change occurs in the neighbourhood. Recommendation 3 provides a recommended framework for plan development, while the remaining recommendations elaborate on significant aspects of plan development. These recommendations are based on best practices in social development planning to ensure the plan development process is efficient and effective.

Recommendation 3: Develop a comprehensive framework, based on successful practices identified in case studies, for application in Rideau Heights.

The following framework, based upon practices emergent from the case studies introduced earlier, is recommended as a sequencing structure for social development planning in Rideau Heights.

1. Identify a community developer.
2. Inform residents that the plan development process will be occurring in the near future.
3. Create a planning team.
4. Consult the community to understand the assets and challenges of the neighbourhood.
5. Create a vision, and formulate goals, objectives, and actions based on community consultation.
6. Consult the community to obtain feedback on the proposed vision, goals, objectives, and actions.
7. Identify stakeholders and timelines for actions.
8. Finalize and communicate the plan with the community.

Recommendation 4: Utilize Asset Based Community Development (ABCD), and 'bottom-up' approach in Rideau Heights.

Figure 37:
Residents in
Lawrence Heights,
Toronto, were
key stakeholders
throughout the
plan development
process (Lawrence
Heights Social
Development
Plan, 2012).



Asset Based Community Development (ABCD) focuses on a neighbourhood's physical and social assets, including residents' skills, strengths, and supports, and builds on those assets to improve neighbourhood health, social conditions and physical conditions. By working with local residents, a social development plan can be developed to tackle localized issues by building upon residents' skills, the power of associations, and the supportive functions of institutions (Kretzmann & McKnight, 1996). Meanwhile, a 'bottom-up' approach, whereby residents are key stakeholders during plan development, ensures the plan is created by and for the community. The *Neighbourhood Action*

Strategy in Hamilton, Ontario, and the *New Communities Program* in Chicago, Illinois utilized ABCD and 'bottom-up' approaches as a strategic method to understand and build upon their communities' strengths, skills, supports, and values. Additionally, the *Millican-Ogden Community Revitalization Plan* in Calgary, Alberta and the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario focused on the 'bottom-up' approach, ensuring their communities were key stakeholders in identifying neighbourhood assets and needs. Combining ABCD and 'bottom-up' approaches would be beneficial in Rideau Heights, as residents would be key stakeholders during plan development. By working directly with residents, a greater understanding of local assets can be achieved.

Recommendation 5: Establish planning team to connect with community and lead planning process.

Creating a planning team would be beneficial during plan development. The *Neighbourhood Action Strategy* in Hamilton, Ontario, the *New Communities Program* in Chicago, Illinois, and the *Meadows Neighbourhood Plan* in Nottingham, United Kingdom identified planning teams as playing a critical role during plan development. Ideally, the planning team would be led by a community developer that can provide ABCD support. Community developers must be informed, approachable, sensitive to the needs of the community, and able

to build relationships with stakeholders (City of Hamilton, 2014). In Rideau Heights, the community developer could be a City of Kingston staff member or a member of a local social service provider trained in community development.

Members of the planning team will aid the community developer during community events, help collect feedback, informally keep the conversation going throughout the community, and provide assistance during the creation of the plan. It is important that the planning team is diverse and representative of Rideau Heights, with a majority of members being residents, while also involving the key stakeholders identified in *Recommendation 1* (i.e. the City of Kingston, the social servicing community, and KFHC). The *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario and the *Meadows Neighbourhood Plan* in Nottingham, United Kingdom identified strengths in having representative community members participating in the formal plan development process, as this contributed to creating community cohesion, reciprocal stakeholder trust, and relationship building.

Recommendation 6: Engage in community consultation to optimize results.

When creating a social development plan for Rideau Heights, it is important to understand the assets and challenges of the neighbourhood; and the best practice for understanding these assets and challenges is to listen to the community. The social development plan can only be successful if residents are fully engaged in the plan development process, so it is vital that community consultations occur throughout the process. Additionally, community consultation can create buy-in from the community as a whole, improving the likelihood of plan success.



Figure 38: Lawrence Heights residents were engaged in a variety of ways throughout the plan development process (Lawrence Heights Social Development Plan, 2012).

All case studies, to varying degrees, identified a neighbourhood profile of population, health, and social statistical information to obtain a comprehensive understanding of the neighbourhood. This information, combined with resident input from community consultations, was used to create a community vision, goals, objectives, and actions. All case studies acknowledged that creating a vision was important, as the vision states what the residents want the neighbourhood to be like in the future. Creating goals, objectives, and assets were the practical aspects that ensured the vision was achieved.

All case studies indicated that a wide range of community members should be involved in community consultations. This includes Rideau Heights' residents, local business owners, service providers, and neighbourhood organizations. Engaging in community consultation not only ensures that the neighbourhood vision, goals, objectives and actions reflect the greater community's desires, but also creates greater community cohesion as participants work together towards a common goal.

A variety of methods can be used to gather community input during plan development, and there are two ways the community should be engaged during plan development in Rideau Heights: informing and consulting. Informing involves providing information to the community throughout plan development, to create and maintain interest and to keep residents informed. Methods of informing include public meetings, information sessions and events, and dissemination of information through newsletters or e-mail. Consulting with the community involves resident interaction to obtain ideas and feedback and inform vision, goals, objectives and actions. Methods of engagement that involve consultation include workshops, focus groups, surveys, and committees. Community consultations should be led by the community developer, with aid from the planning team. Key stakeholders, such as city planners, social service providers, or housing providers may also be involved in leading community consultation, depending on their relationship to the topic of the engagement. A table indicating the methods of engagement and key stakeholders responsible for engagement in each case study can be found in *Appendix C*.

Recommendation 7: Identify stakeholders and timelines during planning process.

In most case studies, stakeholders and timelines for implementation actions were identified *after* the plan was officially adopted. This is likely due to the fact that, at the time of plan development, stakeholders were not available to create

partnerships and therefore a timeline could not be created. As seen in Regent Park and Lawrence Heights, both in Toronto, Ontario, this became problematic during implementation. For both of these communities, it took much longer than necessary for implementation to begin due to the failure to identify stakeholders and timelines for implementation during plan development. Conversely, the *Meadows Neighbourhood Plan* in Nottingham, United Kingdom and the *New Communities Program* in Chicago, Illinois had identified stakeholders and timelines for actions during plan development, which laid a solid foundation for implementation, allowing the next phase to begin immediately.

In Rideau Heights, it will likely be possible to identify stakeholders to partner on specific actions *during* plan development, as there are multiple social service providers active in the community. Additionally, some actions may build upon current services in the neighbourhood, and therefore a stakeholder may easily be identified. Actions should be identified as having short, medium, or long-term timelines, where possible. This will not only keep actions on track, but will also allow residents to see when actions will occur in their community. Additionally, 'quick wins' (small scale projects) should be identified, which will allow residents to see immediate change occurring in their community, creating enthusiasm and momentum as implementation progresses.

5.1.3 Plan Implementation

Ideally, the planning phase should naturally transition into the implementation phase of a social development pursuit. This will happen when goals are well thought out and achievable, stakeholders are identified and know their role and expectations, there is broad community support for the plan, and a detailed action plan is created that provides a roadmap for implementing the projects and programs identified in the plan. Ideally, the framework for implementation should be developed in the plan development phase.

Implementation is also very contextual; what works for one community may not work for another community. Specifically, issues around funding, stakeholders, and community resources will be unique for each community. Accordingly, developing a generalizable implementation framework is not possible. Nevertheless, several recommendations have been developed from the case studies and augmented by additional procedural resources.

Recommendation 8: Implement accountability strategy to ensure milestones are reached as planned.

Establishing an accountability strategy for a social development plan will assist with oversight and ensure milestones are reached as outlined in a plan. Stakeholders must remain task-focused. To accomplish this, it may be necessary to appoint a coordinator or manager to oversee each project and collaborate with key stakeholders that have limited time or resources to consider implementation tasks on a day-to-day basis (Tennyson, 2011).

In the *New Communities Program* in Chicago, Illinois, the ‘managing’ intermediary (LISC/Chicago) acted as an overseer to ensure that lead agencies stayed on task, and constantly considered the effectiveness of their initiatives. A similar approach could be taken in Rideau Heights where the City of Kingston, acting as an intermediary, could monitor the progress of implementation in order to keep all stakeholders accountable.

Recommendation 9: Develop communication strategy to ensure stakeholders are aware of progress and challenges.

Throughout the implementation of a social development plan it is important to maintain communication between all stakeholders (Tennyson, 2011). Ensuring communication between stakeholders maintains engagement and helps to raise awareness of progress and challenges throughout the implementation process. Regular reporting may be the most effective manner of achieving this.

Information about implementation progress should be disseminated to the public, in order to maintain buy-in and a general awareness of the work being done. In the *Regent Park Social Development Plan* in Toronto, Ontario and the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario, monthly meetings are convened to inform residents and other community stakeholders of the progress and challenges experienced.

Recommendation 10: Build greater institutional capacity.

In the plan development process it is necessary to identify stakeholders and develop a system-planning framework to coordinate which stakeholders should collaborate on which projects and programs. However, system planning in itself is not enough to build institutional capacity. With the assistance of an intermediary and planning team there are a number of approaches partners can

employ in order to increase institutional capacity. These approaches include:

Table 12: Approaches to Increase Institutional Capacity (Tennyson, 2011)

Goals	Approaches
Organizational Culture Change	<ul style="list-style-type: none"> • Demonstrating that other organizations do things differently (and sometimes more effectively) • Providing evidence of the value of an organizational 'learning' culture • Promoting more values-based organizational approaches • Persuading managers that more participatory approaches can work efficiently
Human Resource Development	<ul style="list-style-type: none"> • Demonstrating that cross-sector collaboration can improve professional performance • Engaging employees in practical ways in the partnership initiative(s) • Persuading managers that the organization can benefit from their employees' involvement in cross-sector collaboration
Dynamic Networks	<ul style="list-style-type: none"> • Demonstrating the value to the organization of these new relationships and the diversity of their reach and influence • Illustrating the potential for new relationships/ideas/areas of work • Bringing new members into the organization in creative and useful ways
Better Communications	<ul style="list-style-type: none"> • Endorsing the organization through good publicity for the partnership's achievements • Using internal communications systems to keep people engaged and informed • Creating special events for other people to illustrate the benefits of the partnership (especially to organizational skeptics)
Opportunities for getting 'Out of the Box'	<ul style="list-style-type: none"> • Providing opportunities for key players to have direct, first-hand experience of the partnership's work • Setting up and managing encounters between key people who do not usually meet (and may have a record of mutual dislike or suspicion) • Creating new 'experiential learning' opportunities (e.g., job swaps, internships, partnering workshops)

Recommendation 11: Create sub-organizations to lead implementation of knowledge-intensive and resource-intensive projects and programs.

Certain projects and programs, such as those identified in the *Themes of Interest* section of this report, require expert knowledge and a considerable amount of time to plan and implement. Accordingly, it may be beyond the capacity of the lead community developer or other stakeholders, such as community organizations, to plan and implement a project or program in an ad hoc manner. Sub-organizations, such as a taskforce, steering committee, or standing committee should be created in these scenarios to ensure that these initiatives are successful. This strategy was widely used in the *New Communities Program* in Chicago, Illinois to consider specific issues and develop a plan for implementation.

Recommendation 12: Plan for ‘moving on’ scenarios.

To ensure that projects and programs continue successfully, it is necessary to develop ‘moving on’ strategies to guide shifts in stakeholder involvement or roles. In general there are three different ‘moving on’ scenarios in which such strategies are useful (Tennyson, 2011):

- *Individual Partner Leaves Partnership* - The implementation of a social development plan is a highly collaborative process that involves numerous people that have unique roles to play. Because individuals can leave the process at any point, it is vital to consider succession planning so that partnerships that are formed do not collapse, and newcomers can catch up and fit into the pre-existing role quickly.
- *Partnership Disbands* - In some instances an organization may be well positioned to take over and manage a project or program independently. If this happens, roles may be adjusted to allow partner organizations to stay involved as trustees or in an advisory capacity.
- *Partnership is Terminated* - Some projects and programs are designed to be temporary, so termination of the partnership is inevitable, and not necessarily a sign of failure. When a partnership is disbanded it is important for all those involved to acknowledge and celebrate achievements.

Recommendation 13: Leverage existing funding.

Funding of projects and programs is often a point of contention due to limited resources. In the case of the *New Communities Program* in Chicago, Illinois, seed grants were allocated to assist with the initial costs of starting up a new initiative. It was expected that after the projects or programs were up and running and showed potential, additional funding would be acquired from external parties. This funding tactic was seen as a way of leveraging resources by using a relatively small amount of money to raise greater sums. Rideau Heights could benefit from such a funding scheme if the resources allocated to the social development plan are limited.

Recommendation 14: Seek new resources and partnerships on an ongoing basis.

Despite the plan development process being concluded, new resources and partnerships should be continuously sought out. In the *Neighbourhood Action Strategy* in Hamilton, Ontario, partnerships were formed between McMaster University's School of Nursing and the local planning team to assist with asset-based, resident centred approaches to building relationships with the community. Moreover, this relationship is constantly evolving to determine how best the School of Nursing can add value to the local planning process. Similarly, new partnerships should be continuously explored between local organizations and institutions and the stakeholders responsible for the Rideau Heights social development plan.



Figure 39: A partnership with Queen's University may be pursued throughout the implementation of the social development plan (Macleans, 2013).

5.1.4 Evaluation of Implementation and Outcomes

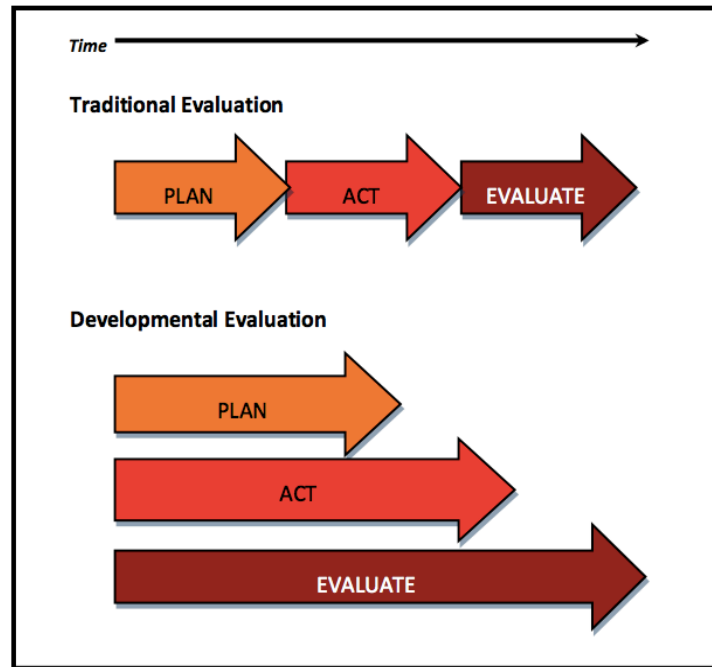
Evaluation is routinely considered to be a post hoc undertaking, used to consider the effectiveness of implemented interventions. While this evaluative facet is critical, the complete evaluation phase of the social development planning process is considerably more extensive. Evaluation is ideally an omnipresent and continual undertaking, informing plan-development, implementation, and ultimately post-intervention success. As is advocated in the following recommendations, ongoing evaluation serves as a means of guiding and correcting efforts, ensuring plan development and enactment is as effective and efficient as possible, from outset to culmination.

Recommendation 15: Practice 'Developmental Evaluation' throughout all phases of social development planning process.

Developmental evaluation has recently emerged as an evaluative technique (Figure 40). It is used in response to the desire for real-time understanding of the emergent situations occurring in communities. Developmental evaluation is especially beneficial when initiatives involve multiple stakeholders, high levels

of innovation, fast paced decision-making, and areas of uncertainty (Dozois, Langlois & Blanchet-Cohen, 2010).

Figure 40:
Traditional versus
Developmental
Evaluation
Approaches
(Whaley &
Weaver, 2010).



Developmental evaluation is typically coordinated by a developmental evaluator that becomes a member of the planning team. Typically the evaluator will begin their involvement at the initial stages of an initiative to assist with determining an actionable focus, articulating governing principles, and mapping out system dynamics. In situations where creating a traditional evaluation framework is not possible, a 'learning framework' is used to map out the key challenges and opportunities in order to set the direction for learning and project development. In this way, developmental evaluation both enhances initiatives by providing a continuous feedback loop, which assesses the quality of work being done, and complements traditional evaluation methods by filling in notable gaps.

Developmental evaluation is well suited to application in social development planning because such endeavours typically occur in environments that are: 1) socially complex, requiring collaboration among stakeholders from different organizations, systems, and sectors; 2) highly emergent, with elements of the environment always changing; and 3) innovative, requiring real-time learning and development. Incorporating developmental evaluation into social development planning in Rideau Heights will ensure that decision-making is made based on the most up-to-date information available and that the plan adapts to dynamic realities.

Recommendation 16: Evaluate outcomes and compare results to pre-established goals.

It will be important to monitor and evaluate the outcomes and impacts of the social development plan for Rideau Heights during and after its implementation to improve results and determine successes. Broadly speaking, formative evaluations should be used to refine existing programs or strategies during implementation, and summative evaluations should be applied to judge the success of a program or strategy once it has concluded. The *Neighbourhood Action Strategy* in Hamilton, Ontario, the *Yesler Terrace Redevelopment Plan* in Seattle, Washington, and the *New Communities Program* in Chicago, Illinois used evaluation methods to monitor and evaluate outcomes. In these examples, periodic surveys, action inventories, and frequent needs assessments were used. Examples of each case study's evaluative techniques can be found in *Appendix D*.

Approaches to Measuring Community Change Indicators, published by the Tamarack Institute for Community Engagement (Weaver, Born & Whaley, 2010), details practical methods for evaluating community initiatives. These methods may be pertinent to the formation of an evaluation framework for the Rideau Heights social development plan. For example, one of the most promising evaluation methods to come out of the document is the 'Neighbourhood Vitality Index' (Meagher, 2006). Based on the work of the National Indicators Partnership, this index takes a comprehensive approach to measuring change at the neighbourhood-level by incorporating indicators that move beyond simply measuring poverty. These include, but are not limited to: access to community facilities, family composition, distribution of employment, access to employment, connection to community services, participation in community structures, safety, housing, business activity, business connections, educational attainment, demographic cohesion, access to public amenities, skills development, and presence of community facilities. Developing as comprehensive an index for Rideau Heights may not be necessary, but the indicators that have been identified offer some insight into what could be included in an evaluation framework.

Recommendation 17: Evaluate impact of social development plan and reception in neighbourhood.

As a principle and best practice, social development planning should always include both the engagement and collaboration of community members and groups. In the absence of this, the effectiveness of social development planning may be compromised. It is for this reason that special consideration should be given to ensure that the engagement of and collaboration with community members and groups is realized in Rideau Heights. One way to ensure this is to incorporate these elements into the evaluation framework.

Figure 41:
Communicating with residents can provide a greater understanding of the effects of the social development plan (Lawrence Heights Social Development Plan, 2012).



Both the *New Communities Program* in Chicago, Illinois, and the *Neighbourhood Action Strategy* in Hamilton, Ontario evaluated some component of engagement or collaboration. For example, in an interim evaluation of the *New*

Communities Program qualitative semi-structured interviews with lead agency staff and partners were conducted to ascertain how organizational networks had changed since the initiation of the initiative.

One of the first steps towards evaluating these two components of social development planning is to define what is meant by ‘community engagement’ and ‘collaboration’. For example, a basic definition of community engagement could be: ‘the involvement of citizens in the decision-making process’. Next, an evaluation method should be selected. For example, one promising community participation audit was developed by the Joseph Rowntree Foundation in the United Kingdom. This audit provides a seven-step template for evaluating community engagement that can be adapted to specific community contexts (Burns and Taylor 2000). Benefits of using this evaluation method are, among other things, identifying barriers that could prevent engagement from particular community members or groups, as well as increasing the general impact of engagement.

‘Collaboration’ also requires its own definition and evaluation method. For example, a basic definition could be: ‘a group of diverse individuals, organizations and/or sectors that work together for a common purpose’. Evaluating collaboration is not an easy task; however, the University of Wisconsin has developed an evaluation framework that acknowledges the dynamics involved with collaboration by providing guidelines for developing indicators based on identifying the desired outcomes of a project (Taylor-Powell, Bossing and Geran, 1998).

5.1.5 Summary of Social Development Planning Process Recommendations

Stakeholders and Governance

1. Identify key stakeholders to be involved in the social development planning process.
2. Decentralize power to local level to shift locus of control to Rideau Heights.

Plan Development

3. Develop a comprehensive framework, based on successful practices identified in case studies, for application in Rideau Heights.
4. Utilize Asset Based Community Development (ABCD), and ‘bottom-up’ approach in Rideau Heights.
5. Establish planning team to connect with community and lead planning process.
6. Engage in community consultation to optimize results.
7. Identify stakeholders and timelines during planning process.

Plan Implementation

8. Implement accountability strategy to ensure milestones are reached as planned.
9. Develop communication strategy to ensure stakeholders are aware of progress and challenges.
10. Build greater institutional capacity.
11. Create sub-organizations to lead implementation of knowledge-intensive and resource-intensive projects and programs.
12. Plan for ‘moving on’ scenarios.
13. Leverage existing funding.
14. Seek new resources and partnerships on an ongoing basis.

Evaluation

15. Practice 'Developmental Evaluation' throughout all phases of social development planning process.
16. Evaluate outcomes and compare results to pre-established goals.
17. Evaluate impact of social development plan and reception in neighbourhood.

5.2 ADDRESSING THEMES OF INTEREST

Each recommendation provided herein asserts that a particular action or strategy be undertaken. Following this assertion, a brief explanation is provided to justify such an undertaking. This explanation first contextualizes the recommendation in terms of the challenges faced in the Rideau Heights neighbourhood, followed by a brief discussion of recurring, successful, or pertinent approaches undertaken in other contexts, as put forth in the *Case Studies* chapter of this report. To conclude, the outcomes anticipated as a result of pursuing the recommendation are indicated, based upon best practice justifications and successes. Following the discussion of the recommendation, suggestions are made as to which Rideau Heights agency(s) or stakeholder(s) may be best positioned to lead or champion the pursuit of the recommended action, as determined through an interpretation of agency mandates. Potential partner agencies are also identified to support the suggested lead agency in the pursuit of the specific recommendation. The recommendation of potential partners is meant to offer an idea of suitable candidates to work with the lead agency in pursuit of the specific recommendation, and is by no means an exhaustive list. A complete table listing and describing community and agency stakeholders currently operating in or serving the Rideau Heights community can be found in *Appendix A* of this report.

Recommendations have been placed under the *theme of interest* heading deemed most relevant, although it is apparent that some recommendations will address challenges beyond their categorization. This impresses the fact that although the recommendations put forth can be deconstructed to be stand-alone actions, the approaches suggested are pursuant of the larger common goal of improving the Rideau Heights community as a whole.

A total of sixteen recommendations are put forth in this section.

5.2.1 Youth Engagement, Programs, and Education

Recommendation 1: Form taskforce to aid youth in skill development, securement of employment, and volunteering.

Rideau Heights is a low-income neighbourhood with high unemployment rates and almost a quarter of households relying on provincial and federal subsidy programs for their income. Therefore, a focus on skills training and career opportunities for youth is essential to improving future prospects. The *Quad Communities* plan in Chicago, Illinois placed an emphasis on developing youth enterprise opportunities including internships and partnerships with local businesses and organizations. The communities estimated a timeline of 2-5 years in order to establish these networks with stakeholders concerned with building local youth leadership and workforce development. In addition, the *McQueston Neighbourhood Action Plan* in Hamilton, Ontario developed a mentoring program that enabled intergenerational connections and the strengthening of community networks. The high proportion of youth in Rideau Heights, necessitate measures to coordinate and develop volunteering, employment, and mentorship opportunities.



Figure 42: The Hamilton Boys and Girls Club has multiple programs for youth to improve skills (Boys and Girls Club of Hamilton Facebook, 2015).

- **Suggested Lead Agency(s):** Queen Elizabeth Collegiate & Vocational Institute (QECVI); ReStart Employment Agency.
- **Potential Partner(s):** United Way: Kingston, Frontenac Lennox and Addington; Big Brothers Big Sisters Kingston

Recommendation 2: Endorse existing programs and establish new programs to improve youth educational attainment.

Educational attainment in Rideau Heights is significantly poorer than that in greater Kingston. In 2005, 32% of Rideau Heights residents did not complete their high school education. Improved educational attainment results in better employment market access, as well as greater self-confidence. The pursuit of

youth-targeted actions for educational attainment was present in all eight case studies, notably, the School Community Action Alliance (SCAARP) in Regent Park, a network of school representatives, community agencies and residents, supported educational programming. One of myriad programs provided access to computers and training for young people of low socio-economic status. Providing adequate programming to support youth in pursuit of higher educational attainment should be a focus in Rideau Heights. Academically focused youth programming should be endorsed to improve the long-term social and economic well-being of the community.

- **Suggested Lead Agency(s):** Pathways to Education; Queen Elizabeth Collegiate & Vocational Institute (QECVI)
- **Potential Partner(s):** Girls Inc. Limestone; Boys and Girls Club of Kingston

Recommendation 3: Create welcoming and supervised youth spaces.

Youth in Rideau Heights are provided few recreational resources in the neighbourhood. Therefore, it is not surprising that residents in Rideau Heights have indicated that much vandalism and damage to public property in the neighbourhood is perpetrated by youth. Establishing youth community drop-in centers were actions pursued by the *Millican-Ogden Community Revitalization Plan* in Calgary, Alberta, the *McQuesten Neighbourhood Action Plan* in Hamilton, Ontario and the *Meadows Neighbourhood Plan*, in Nottingham, United Kingdom. During the summer of 1998, Millican-Ogden successfully established a youth drop-in center named “MO’s Place”. Over 250 different youth used this space to participate in group activities, games, art workshops, and community projects. In McQuesten, Hamilton a community hub with a drop-in center for youth was established. It was a highly popular initiative that hosted fifty to sixty youths each night and included a game room, homework program, and mentorship opportunities. By creating comfortable youth spaces, social and leisure needs of youth in Rideau Heights can be supported in a safe environment.

- **Suggested Lead Agency(s):** Boys and Girls Club of Kingston; Kingston Community Health Centre (KCHC)
- **Potential Partner(s):** Big Brothers Big Sisters Kingston, Girls Inc. Limestone; Pathways to Education

Recommendation 4: Provide local organized sports and activities.

Residents in Rideau Heights identified difficulties in accessing affordable, structured recreational sports and activities for youth. However, with more than twenty-five acres of parks and green space centrally located in the neighbourhood, and a physical revitalization strategy that plans to enhance these lands, there is an opportunity to expand recreation programs. The *Quad Communities* plan in Chicago, Illinois prioritized strong programming for youth. With help from the Chicago Park District, churches and other local institutions, year-round recreation programs and facilities were expanded to provide safe and healthy activities for youth of all ages. Generating local organized sports and activities in Rideau Heights will improve recreational opportunities for the youth population in the neighbourhood, expectedly improving quality of life.

- **Suggested Lead Agency(s):** Boys and Girls Club of Kingston
- **Potential Partner(s):** Queen's University; St. Lawrence College



Figure 43: Organized sports in Hamilton provide various recreational opportunities for youth (McQuesten Neighbourhood Action Plan, 2012).

5.2.2 Safety and Security

Recommendation 5: Improve neighbourhood police presence.

Though residents claim that police are routinely present in the Rideau Heights neighbourhood, improved patrolling methods may help reduce the level of crime in the neighbourhood. Stakeholders in the community have suggested that patrols should include modes of active transport, such as bicycling and walking, in order to better survey the region. The *Rideau Heights Revitalization Strategy* will

aid in this endeavour with the construction of new streets and housing frontage. The promotion of positive interactions and police presence is also needed. An example of such an interaction can be found in the *Meadows Neighbourhood Plan*, where the unique and widely successful *Kickz* program allows youth and police officers to play soccer together. With improved patrolling and interactions with police as well as changes in the physical design of the community, concerns related to security in Rideau Heights will aptly be addressed.

- **Suggested Lead Agency(s):** Kingston Police Force
- **Potential Partner(s):** Community Response to Neighbourhood Concerns (CRNC)

Figure 44 (Left):

Police using different modes of transportation, such as bikes, will provide better interaction with residents (Saratoga Springs Police, 2012).



Figure 45

(Right): The Kicks Program in Nottingham, England (Notts County, 2013).



Recommendation 6: Monitor crime hot spots and household waste dumping.

Crime and waste accumulation on public and private property is a serious concern for residents in Rideau Heights. Tenants have expressed frustration with the lack of garbage bins, and overall lighting and walkability in the neighbourhood. Many feel unsafe when outdoors at night. With a strong desire by residents to be active in the neighbourhood, safety audits, and walkability analyses may be completed with minimal costs in order to better understand problem areas in Rideau Heights. The *Millican-Ogden Community Revitalization Plan* in Calgary, Alberta, the *Quad Communities* plan in Chicago, Illinois, and the *Yesler Terrace Redevelopment Plan* in Seattle, Washington have used these methods.

Audits in Rideau Heights should be conducted to monitor changes in crime and household waste hot-spots throughout the revitalization process. Such metrics will allow action to be adapted to best suit the needs of the community in addressing these concerns.

- **Suggested Lead Agency(s):** Kingston Community Health Centre (KCHC); Community Response to Neighbourhood Concerns (CRNC); Rideau Heights Tenant Advisory Group (TAG)
- **Potential Partner(s):** Kingston Police Force

Recommendation 7: Inform and engage residents to keep the community clean and safe.

Outreach for public space management in Rideau Heights is vital to ensuring that the neighbourhood remains clean and safe even after the physical revitalization strategy has been implemented. The revitalization strategy will enhance sightlines, increase street frontage, and provide lighting and garbage bins in parks and public spaces. However, crime awareness programs and education in waste management must be established. In the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario, volunteer opportunities for residents interested in improving community safety were created. With high levels of volunteerism, resident-led undertakings such as community clean-up campaigns can be initiated in Rideau Heights. Such initiatives not only promote community cohesion, but also develop ownership and community pride.

- **Suggested Lead Agency(s):** Rideau Heights Tenant Advisory Group (TAG), Kingston & Frontenac Housing Corporation, Kingston Police Force
- **Potential Partner(s):** Community Foundation for Kingston & Area



Figure 46: Educating residents about waste management can lead to greater ownership and community pride (City of Kingston Housing Department, 2014).

5.2.3 Service Coordination

Recommendation 8: Develop an effective information dissemination system for Rideau Heights residents. This may include an accessible and centralized service directory.

The residents of Rideau Heights have access to a suite of social services that is broad and largely comprehensive. However, while a robust social service sector operates in the neighbourhood, awareness of available services amongst residents can be improved. Information is often disseminated in the neighbourhood using paper flyers, and information boards, but both methods face challenges in effectively reaching all residents. Several examined case studies focus efforts on the refinement of information dissemination methods to suit resident needs. The *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario draws attention to the need for appropriate information delivery, cognizant of neighbourhood characteristics, particularly Internet connectivity. The *Quad Communities* in Chicago, Illinois recommends the creation of a centralized service directory. The centralization of information in an accessible form will expectedly improve service utilization, improve resident satisfaction with services provided, and ultimately improve the outcomes afforded by the services available. Improvements to information dissemination in the neighbourhood of Rideau Heights represents a change that is not onerous to enact, but may accrue significant benefit to the community.

- **Suggested Lead Agency(s):** City of Kingston Housing and Social Services; Community Response to Neighbourhood Concerns.
- **Potential Partner(s):** United Way: Kingston, Frontenac Lennox and Addington

Recommendation 9: Encourage social service providers to co-locate and share physical spaces.

While social service providers are, in many cases, conveniently located in the Rideau Heights neighbourhood, benefits could be reaped from greater co-location of providers. Agency space is available and largely utilized in the existing Kingston Community Health Centre on Weller Avenue, but some services remain at alternative locations within or beyond the Rideau Heights neighbourhood. A majority of the case studies examined recommend the co-location of service providers as a means of improving resident access and uptake. Specifically, the *McQuesten Neighbourhood Action Plan* in Hamilton, Ontario

posits that community centres are good locations in which to site social service providers. Siting underutilized services with more foundational agencies, such as the Kingston Frontenac Housing Authority, or the Ontario Disability Support Program, would increase passive interaction of residents with service providers, expectedly increasing uptake.

The list of agencies below is not intended to be an exhaustive list, but rather an indication of partners that may be in a position to coordinate the co-location of services.

- **Suggested Lead Agency(s):** City of Kingston Housing and Social Services; Kingston Community Health Centre (KCHC)
- **Potential Partner(s):** Kingston Frontenac Lennox & Addington Public Health

Recommendation 10: Improve cooperation with local post-secondary institutions for the betterment of the Kingston community, and enrichment of student experiences.

Post-secondary educational institutions represent an underutilized resource in the Kingston Community. Queen's University and St. Lawrence College are renowned for their research and project work nationally, and abroad. The involvement of these institutions in the Kingston community, however, can be improved. Efforts should be made to engage the Kingston post-secondary student population in local community improvement efforts, be it through research work, such as this particular City-solicited project, practical skill applications in local neighbourhood, or collaborative projects with neighbourhood agencies. The *McQuesten Neighbourhood Action Plan* in Hamilton, Ontario engages nursing students from McMaster University to improve community health outcomes, while simultaneously providing students with necessary practical experience. Students of diverse backgrounds may be engaged in the Kingston community, and particularly Rideau Heights, for the mutual benefit of students and community members.



Figure 47: McMaster University School of Nursing students in McQuesten, Hamilton (McQuesten Neighbourhood Action Plan, 2012).

- **Suggested Lead Agency(s):** Community Response to Neighbourhood Concerns (CRNC); Kingston & Frontenac Housing Corporation (KFHC); Queen's University; St. Lawrence College

Recommendation 11: Coordinate social service agency efforts in pursuit of improved sectoral comprehensiveness, effectiveness, and financial efficiency.

The delivery of social services to residents in Rideau Heights is undertaken by a host of agencies. While the existence of a robust service community is a definite asset, greater coordination of provider efforts will elicit improved sectoral effectiveness and financial efficiency. Service providers constantly compete with one another for scarce funds, resulting in endemic isolation of singular providers from the operations of other agencies. While such an approach may be favourable to the continued existence of each agency, such a lack of cooperation denigrates the effectiveness of the servicing sector as a whole. The *Regent Park Social Development Plan* in Toronto, Ontario advocates for greater information sharing and coordination of service providers in the community, a position reiterated in the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario, and in the *Downtown Eastside Plan* in Vancouver, British Columbia. Such an approach allows better coordination of agency mandates, and reduces service redundancy. This approach may aptly be accompanied by shared program evaluation criteria, as suggested in the *Yesler Terrace Redevelopment Plan*, Seattle, Washington, allowing for the objective comparison of agency services. Such coordination may be pursued through an umbrella organization, such as the *Lawrence Heights Inter-Organization Network*, or the *Community Response to Neighbourhood Concern* group that currently exists in Rideau Heights. Improved service provider coordination will expectedly elicit improved service quality and comprehensiveness in the Rideau Heights community, and moreover, enhanced financial efficiency in the servicing sector as a whole.

- **Suggested Lead Agency(s):** Community Response to Neighbourhood Concerns (CRNC)
- **Potential Partner(s):** City of Kingston Housing and Social Services

5.2.4 Community Identity

Recommendation 12: *Create working group tasked with fostering community pride and strengthening sense of community.*

The residents of Rideau Heights indicate that they hold strong connections with friends and relatives in the community; however, the community contains many factions, with a distinct lack of positive identity as a complete community. Rifts between housing complexes are common, and residents commonly view community members beyond their own sphere of interaction as responsible for the negative stigma assigned to the neighbourhood. Nearly all case studies investigated assert that fostering a positive community identity is of paramount concern. The celebration of positive community events or milestones is posited as a method of improving the image of the neighbourhood within and beyond the resident population in the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario, and the *Millican-Ogden Community Revitalization Plan* in Calgary, Alberta. Additionally, the *McQuesten Neighbourhood Action Plan* in Hamilton, Ontario advocates that routine informal resident interaction is a useful method of increasing community cohesion, and positive identification; a daily coffee house is suggested as a means of encouraging such interaction, an undertaking already existent in Rideau Heights, forwarded by the Tenant Advisory Group (TAG). The propagation of community pride and improved sense of community may best be led by a working group dedicated to the cause. Such a group should be resident-led, and supported by the servicing community. TAG may be able to undertake such a task. Improved community pride and sense of community may result in better resident care of physical neighbourhood assets, such as housing stock, as well as improved resident buy-in to regeneration efforts and community improvement undertakings.



Figure 48: Community events in Lawrence Heights, Toronto (Lawrence Heights Social Development Plan, 2012).

- **Suggested Lead Agency(s):** Rideau Heights Tenant Advisory Group (TAG); Community Response to Neighbourhood Concerns (CRNC)
- **Potential Partner(s):** Kingston & Frontenac Housing Corporation (KFHC)

Recommendation 13: Promote the Rideau Heights community, within and beyond the neighbourhood to reduce internal and external community stigmatization.

Rideau Heights has existed as a homogeneously low-income neighbourhood since the 1940's, and as such has been intensely stigmatized within the greater Kingston community. The categorical definition of the community as undesirable, crime-ridden, and hopelessly deprived has created a situation in which revitalization efforts are seen from their outset as uphill endeavours unlikely to realize substantial results. With physical revitalization efforts underway, as part of the city-led *Rideau Heights Regeneration Strategy*, efforts should be made to promote the soon to be rejuvenated neighbourhood internally and externally. Increasing interaction between the historically isolated Rideau Heights resident population and Kingston residents at-large should be pursued through the use of shared community facilities, as suggested in the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario. Facilities such as the planned Rideau Heights Community Centre, the existing Kingston Community Health Centre, and the planned Rideau Heights sports fields may be shared with neighbouring communities. Neighbourhood facilities should be promoted as accessible and welcoming spaces for neighbourhood residents, as well as the broader Kingston population. Promotion of the Rideau Heights neighbourhood will expectedly result in the maintenance of the neighbourhood as a unique and identifiable member of the Kingston community, but without the historically applied undesirable connotations.

- **Suggested Lead Agency(s):** Rideau Heights Tenant Advisory Group (TAG); City of Kingston Housing and Social Services
- **Potential Partner(s):** Community Response to Neighbourhood Concerns (CRNC)

5.2.5 Generational Poverty

Recommendation 14: Develop job services and essential skills training hub.

The Rideau Heights resident population experiences less than half the average family income seen in greater Kingston. The prevalence of full-time employment is significantly lower than in the broader Kingston population, and educational attainment in the community is very low. While physical revitalization of the neighbourhood is underway as part of the *Rideau Heights Regeneration Strategy*, such efforts do not address the systemic poverty existing in the community.

To break the cycle of poverty, and reduce residents' reliance upon income assistance, efforts should be made to connect residents with employment opportunities, and ensure that they possess the skills required to meaningfully contribute in the workplace. The *Quad Communities* in Chicago, Illinois suggested that an employment support hub be created in the community, to provide residents interested in attaining employment a single venue at which they can access support in skills training, resume and interview preparation, and essential life skills, such as personal financial planning. Such a hub could monitor job markets and provide in-demand skills instruction, such as trades training, as is advocated by the *Meadows Neighbourhood Plan* in Nottingham, United Kingdom, as well as encourage local businesses to consider hiring from the local resident population, as suggested in the *McQuesten Neighbourhood Action Plan* in Hamilton, Ontario. The creation of a job services and essential skills training hub would expectedly improve resident participation in the workforce. It may also improve uptake and success of employment-centric programming currently existing but uncoordinated in the community, ultimately reducing income assistance reliance, and combatting the cycle of poverty.



Figure 49: Skills training can assist residents in acquiring necessary skills for meaningful employment (ReStart Program, 2015).

- **Suggested Lead Agency(s):** ReStart Employment Agency; Pathways to Education; St. Lawrence College
- **Potential Partner(s):** Kingston Literacy and Skills

Recommendation 15: Cooperate with local post-secondary educational institutions to support residents in education endeavours.

Educational attainment amongst youth and adults in Rideau Heights is much lower than that enjoyed in the greater Kingston community. Low educational attainment in the community depresses the employment prospects of this historically underemployed community, further entrenching the resident population in poverty, and solidifying reliance upon income supports. The City of Kingston hosts three incredible post-secondary institutions – Queen's University, St. Lawrence College, and the Royal Military College. Promotion of educational attainment is acknowledged as critical in a majority of investigated case studies, with the *Social Development & Action Plan for Lawrence Heights* in Toronto, Ontario specifically indicating that partnerships should be made with

local institutions to encourage and financially support residents wishing to pursue higher education. Formalizing partnerships between the neighbourhood of Rideau Heights and local post-secondary institutions will benefit the resident population through increased educational attainment, while also strengthening the recognition of local educational institutions as engaged and contributing community members.

- **Suggested Lead Agency(s):** City of Kingston Housing and Social Services; Queen's University; St. Lawrence College
- **Potential Partner(s):** Kingston Literacy and Skills

Recommendation 16: Identify resident skills to utilize community talents for neighbourhood improvement.

Figure 50: In Downtown Eastside, Vancouver, residents utilize their artistic skills to create items to sell in the local market (Downtown Eastside Social Development Plan, 2014).



Figure 51: In Lawrence Heights, Toronto, residents utilize their cooking skills during community events (Lawrence Heights Social Development Plan, 2012).



The residents of Rideau Heights experience lower educational attainment than that seen in greater Kingston; however, in some cases, residents possess skills and/or certifications that are not utilized. The case studies of *Millican-Ogden Community Revitalization Plan* in Calgary, Alberta, and the *Downtown Eastside Plan* in Vancouver, British Columbia suggest the encouragement and support of residents who wish to pursue entrepreneurial endeavours. The benefits of such support are twofold: first, encouraging residents to utilize the skills they possess may improve resident employment participation; second, resident use of personal skills may fill servicing gaps existing in the community. An example of such would exist

if a resident were to begin operation of a neighbourhood daycare, applying his/her Early Childhood Education certification to gain employment while

simultaneously providing fellow residents a service necessary for their own employment pursuits. Not only would the promotion of resident skill utilization improve workforce participation and fill existing service gaps, but it would also advance the perception that the community can be self-reliant, in contrast to its historic image as reliant upon social assistance.

- **Suggested Lead Agency(s):** Rideau Heights Tenant Advisory Group (TAG); City of Kingston Housing and Social Services
- **Potential Partner(s):** Community Response to Neighbourhood Concerns (CRNC)

5.2.6 Summary of Addressing Themes of Interest Recommendations

Youth Engagement, Programs, & Education

1. Form taskforce to aid youth in skill development, securement of employment, and volunteering.
2. Endorse existing programs and establish new programs to improve youth educational attainment.
3. Create welcoming and supervised youth spaces.
4. Provide local organized sports and activities.

Safety and Security

5. Improve neighbourhood police presence.
6. Monitor crime hot spots and household waste dumping.
7. Inform and engage residents to keep the community clean and safe.

Service Coordination

8. Develop an effective information dissemination system for Rideau Heights residents. This may include an accessible and centralized service directory.
9. Encourage social service providers to co-locate and share physical spaces.
10. Improve cooperation with local post-secondary institutions for the betterment of the Kingston community, and enrichment of student experiences.
11. Coordinate social service agency efforts in pursuit of improved sectoral comprehensiveness, effectiveness, and financial efficiency.

Community Identity

12. Create working group tasked with fostering community pride and strengthening sense of community.
13. Promote the Rideau Heights community, within and beyond the neighbourhood to reduce internal and external community stigmatization.

Generational Poverty

14. Develop job services and essential skills training hub.
15. Cooperate with local post-secondary educational institutions to support residents in education endeavours.
16. Identify resident skills to utilize community talents for neighbourhood improvement.

This page intentionally left blank

6

REPORT CONCLUSIONS & NEXT STEPS

The Rideau Heights neighbourhood has faced pervasive challenges since its initial settlement in the 1940s. Unemployment in the community is high, crime incidence is elevated, educational attainment is low, and residents experience poorer living conditions relative to the broader Kingston population. The neighbourhood has historically been very isolated from the remainder of the city, its amenities, and its employment markets. Recent evolutions and advancements, such as the creation of express transit routes and ongoing North Kingston commercial development, have improved prospects for increasing integration of Rideau Heights within the surrounding community. While development and servicing are evolving to improve resident opportunities in Rideau Heights, the City of Kingston is also making concerted strides towards improving the community. The *Rideau Heights Regeneration Strategy*, which will revitalize aging housing stock and neighbourhood parklands, is evidence that the city recognizes the disparity of opportunity and relatively poor living conditions experienced by Rideau Heights' residents. The monumental changes undertaken in this initiative presents an opportunity to seize the momentum generated and pursue further, more comprehensive, and lasting change in the Rideau Heights neighbourhood. Social development planning can enact such change.

Social development planning is a new pursuit, tested only in large Canadian cities. Its practice in the United States is equally immature, and evidenced only in large urban centers. The practice remains in its infancy in North America and its benefits have more often been realized on the international stage. While the novelty of social development planning may intimidate decision makers entrusted with the management of public funds, the rational foundations underlying social development planning ought to mitigate doubts. As this report has endeavoured to show, social development planning is by no means a rigid process. The practice involves the community in deliberating a path forward, coordinates existing social efforts, and ultimately seeks to streamline and focus action for the greatest possible benefit to the community. Adopting a social development approach within a broader neighbourhood revitalization effort represents a divergence from the limited success of simple physical redevelopment, in favour of an approach that seeks to maximize the benefits planners currently expect.

Contrary to physical neighbourhood revitalizations, such as the *Rideau Heights Regeneration Strategy*, social development planning efforts do not necessarily

require immense financial investments. While significant investments may exist to fund and further certain social development initiatives, significant benefits can be reaped from cooperation with post-secondary institutions, coordination of existing services, and utilization of community assets, with little investment. In addition, better information dissemination to residents, improved community cohesion, and an enhanced sense of resident ownership can be elicited through social development planning, requiring little overhead but yielding impressive results. The time is now to undertake a social development planning exercise in Rideau Heights, at the outset of a physical revitalization, boasting a large albeit uncoordinated servicing community, and hosting a promisingly interested resident population.

Apparent in the case studies presented in this report is the common accompaniment of social development plans with physical revitalization strategies. The imminent progress to be made in neighbourhood redevelopment as part of the *Rideau Heights Regeneration Strategy* should encourage the City of Kingston to immediately consider the creation of a social development plan. While pursuing social initiatives ad hoc may seem attractive, the justifications for planning and coordination put forth in this report should encourage a more strategic and considerate approach.

The neighbourhood of Rideau Heights and the City of Kingston have an opportunity to be at the forefront of social development planning in mid-sized North American cities. Kingston aspires to be Canada's most sustainable city; it now has an opportunity to lead the way in neighbourhood improvement, exemplifying its commitment not only to sustainability, but also to fiscal efficiency, innovation, and social progress.

REFERENCES

- Alvarez, A., & Gutierrez, L. (2001). Choosing to do Participatory Action Research: An Example and Issues of Fit to Consider. *Journal of Community Practice*, 9(1): 1–20.
- Arnstein, S. (1969). Ladder of Citizen Participation. *Journal of the American Institute of Planners*, 35(4): 216–224.
- Bohl, C. (2000). New Urbanism and the City: Potential Applications and Implications for Distressed Inner-City Neighborhoods. *Housing Policy Debate*, 11(4): 761-801.
- Briggs, X. D. S. (1997). Moving Up Versus Moving Out: Neighborhood Effects on Housing Mobility Programs. *Housing Policy Debate*, 8(1): 195-234.
- Burns, D., & Taylor, M. (2000). *Auditing Community Participation: An Assessment Handbook*. UK: Joseph Rowntree.
- Chambers, D., Wedel, K., & Rodwell, M. (1992). *Evaluating Social Programs*. Boston: Allyn & Bacon.
- Checkoway, B. (1995). Two Types of Planning in Neighborhoods. In Rothman, J., Erlich, J.L., & Tropman, J.E. (Eds.), *Strategies of Community Intervention* (314–327). Itasca, IL: F. E. Peacock.
- Chmiliar, L. (2010). Case Study Surveys. In Mills, A.J., Durepos, G., & Wiebe, E (Eds.), *Encyclopedia of Case Study Research*. (pp. 125-127). Thousand Oaks, CA: Sage.
- City of Hamilton. (2014). *Hamilton Neighbourhood Action Strategy: 2014 Annual Update*. Hamilton, Ontario.
- City of Kingston. (2014). *Rideau Heights Regeneration*. Retrieved from: <https://www.cityofkingston.ca/city-hall/projects-construction/rideau-heights>
- Dozois, E., Langlois, M., & Blanchet-Cohen, N. (2010). *DE 201: A Practitioner's Guide to Developmental Evaluation*. Toronto, ON: J.W. McConnell Family Foundation.
- Dunn, J. R. (2012). Socially Mixed Public Housing Redevelopment as a De-stigmatization Strategy in Toronto's Regent Park. *Du Bois Review*, 9(1), 87-105. Retrieved from: <http://dx.doi.org/10.1017/S1742058X12000070>
- Fawcett, G., & Scott, K. (2007). *A Lost Decade: Urban Poverty in Canada, 1990 to 2000*. Ottawa, ON: Canadian Council on Social Development.
- Federation of Canadian Municipalities. (2011). *Mending Canada's frayed social safety net: The role of municipal governments*. Ottawa, ON: FCM.
- Finkelhor, D., Turner, H., Ormrod, R., Hamby, S., & Kracke, K. (2009). Children's Exposure to Violence: A Comprehensive National Survey. Retrieved from: <http://www.ncjrs.gov/pdffiles1/ojdp/227744.pdf>
- Gilbert, N., & Terrell, P. (2009). *Dimensions of Social Welfare Policy*. Boston: Allyn & Bacon.
- Hoefer, R. A., Hoefer, R. M., & Tobias, R. A. (1994). Geographic Information Systems and Human Services. *Journal of Community Practice*, 1(3): 113–128.
- Hulchanski, D. (2010). *The Three Cities Within Toronto: Income Polarization Among Toronto's Neighbourhoods, 1970-2005*. Toronto, ON: Cities Centre.

- Joseph, M. (2006). Is Mixed-Income Development an Antidote to Urban Poverty? *Housing Policy Debate*, 17(2): 209-234.
- Kania, J., & Kramer, M. (2011). Collective Impact. Standard Social Innovation Review Retrieved from: http://ssir.org/articles/entry/collective_impact
- Kretzmann, J., & McKnight, J.P. (1996). Assets-Based Community Development. *National Civic Review*, 85(4): 23-29.
- Levy, D., McDade, Z., and Bertumen, K. (2013). Mixed-Income Living: Anticipated and Realized Benefits for Low-Income Households. *Cityscape* 15(2): 15-28.
- Meagher, S. (2006). *A Neighbourhood Vitality Index: An Approach to Measuring Neighbourhood Wellbeing*. Retrieved from: http://www.publicinterest.ca/images/reports/ANC_neighbourhoodVitalityIndex.pdf
- Meagher, S. (2007). *A Community Engagement Strategy for Rideau Heights and the Wally Elmer Centre Community Hub*. Public Interest Strategy & Communications. Retrieved from: <http://www.unitedwaykfla.ca/default/assets/File/RHReportFINALV4180108.pdf>
- Meenaghan, T. M., Kilty, K. M., & McNutt, J. G. (2004). *Social Policy Analysis and Practice*. Chicago: Lyceum.
- Putnam, R. (2000). *Bowling Alone*. New York: Touchstone.
- Riddle, J. (2015). *Tour of Rideau Heights*. Presentation, Kingston, Ontario.
- Rothman, J. (1979). Three Models of Community Organization Practice, Their Mixing and Phasing. In Cox, F.M., Erlich, J.L., Rothman, J., & J. E. Tropman (Eds.), *Strategies of Community Organization* (25-45). Itasca, IL: F.E. Peacock.
- Rothman, J. (1996). The Interweaving of Community Intervention Approaches. *Journal of Community Practice*, 3 (3/4): 69-99.
- Royse, D., Thyer, B. A., Padgett, D. K., & Logan, T. K. (2006). *Program Evaluation: An Introduction*. Belmont, CA: Wadsworth/Thomson Learning.
- Sampson, R. J., & Raudenbush, S. W. (1999). Systematic Social Observation of Public Spaces: A New Look at Disorder in Urban Neighbourhoods. *American Journal of Sociology*, 105 (3): 603-651.
- Sandercock, L. (1998). *Towards Cosmopolis: Planning for Multicultural Cities*. New York: J. Wiley.
- Smith, P. (2013). *Toronto Social Housing & Health Study: Community Report No. 1*. Hamilton, ON: McMaster University. Retrieved from: <https://crunch.mcmaster.ca/documents/TSHHS%20Phase%201%20Community%20Report-%2018dec12.pdf>
- Standing Senate Committee on Social Affairs, Science and Technology. (2009). *In From The Margins: A Call To Action On Poverty, Housing and Homelessness*. Ottawa, ON: Author.
- Stranger-Ross, J., & Ross, H. (2012). Placing the Poor: The Ecology of Poverty in Postwar Urban Canada. *Journal of Canadian Studies*, 46(1): 213-255.
- Tan, D. (2015). *Community Based Development in Rideau Heights: The Case for a Community-Driven Storefront Initiative (Master's Report)*. Retrieved from: <http://hdl.handle.net/1974/13137>
- Tan, D., & Neilson, S. (2014). *Rideau Heights Regeneration: Lessons Learned from the 2014 Community Consultation Strategies*. Kingston, ON: *City of Kingston Housing Department*.

- Taylor-Powell, E., Rossing, B., & Geran, J. (1998). *Evaluating Collaboratives: Reaching the Potential*. Retrieved from: <http://learningstore.uwex.edu/assets/pdfs/G3658-8.pdf>
- Tennyson, R. (2011). *The Partnering Toolbook: An Essential Guide to Cross-Sector Partnering*. Retrieved from: <http://thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook/>
- Toronto Community Housing. (2007). *Regent Park Revitalization: Social Development Plan. Report: TCHC: 2007-128*.
- Weaver, L., Born, P., & Whaley, D. (2010). *Approaches to Measuring Community Change Indicators*. Toronto, ON: Tamarack.
- Wellesley Institute. (2011). *Comprehensive Community Initiatives: Lessons Learned, Potential and Opportunities Moving Forward*. Toronto, ON: Author.
- Whaley, D., & Weaver, L. (2010). *Approaches to Measuring More Vibrant Communities*. Toronto, ON: Tamarack.
- World Health Organization. (2006). *Healthy Cities and Urban Governance*. Geneva: WHO.
- Yin, R. K. (2013). *Case Study Research Design and Methods*, 5th edition. Thousand Oaks: Sage.

This page intentionally left blank

APPENDICES

APPENDIX A: RIDEAU HEIGHTS & SURROUNDING AREA STAKEHOLDER INVENTORY

Name of Organization/ Service	Mandate/Purpose/Function	Programs/Services
Big Brothers Big Sisters Kingston	To facilitate life-changing relationships that inspires and empowers children and youth to reach their potential, both as individuals and citizens.	<ul style="list-style-type: none"> - In-School Mentoring - Go Girls! Group Mentoring - Game On! Group Mentoring - Couples for Kids - Buddy Up Program
Boys and Girls Club of Kingston	To provide a safe, supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships and develop confidence and skills for life.	<ul style="list-style-type: none"> - After School Homework Support Programs - Sports and recreation programming - Skill Development Programs (i.e. cooking, swimming, leadership programs) - GameFace Program (after school recreation)
Canadian Mental Health Association: Kingston	To combat mental health problems and emotional disorders.	<ul style="list-style-type: none"> - Children and Youth Programs - Older Adult Programs - Mental Health Awareness - Suicide Bereavement Support Group - Autism Program - Speakers Bureau - Volunteer Program
City of Kingston Housing and Social Services	To provide services and social services to residents of the City of Kingston.	<ul style="list-style-type: none"> - Ontario Works - Childcare Services (Child Care Subsidy) - Housing Services (Social Housing; Homeless Services) - Municipal Fee Assistance
Community Foundation for Kingston & Area	To strengthen the community by making strategic and effective grants, growing and managing a lasting endowment, and serving the community as a resource and partner.	<ul style="list-style-type: none"> - Vital Signs Community Checkup (Community evaluation tool) - Youth Volunteer Opportunities - KICKSTART Mini-grant program for youth - YAC Attack Temporary Volunteer Program
Community Response to Neighbourhood Concerns (CRNC)	To advocate and act in the interest of the North Kingston neighbourhoods of Rideau Heights and Markers' Acres.	<ul style="list-style-type: none"> - Monthly meetings open to residents and service providers to address concerns in the community

Name of Organization/ Service	Mandate/Purpose/Function	Programs/Services
Extend-A-Family Kingston	To provide individuals with disabilities and their families with coordinated access to regional services, respite, inclusive programs and opportunities for personal growth, development and successful achievement of life goals.	<ul style="list-style-type: none"> - Summer day camps, social recreation programs for individuals with disabilities and their families - Please Listen Program (for children whose siblings are on the autism spectrum)
Family and Children's Services of Frontenac, Lennox and Addington	<p>Child protection is this agency's mandate.</p> <p>To investigate any situation where a child under 16 has been, or is threatened with, physical or emotional harm, sexual abuse, or neglect by a caregiver or a person in a position of authority.</p>	<ul style="list-style-type: none"> - Parenting services - Child protection services - Foster & Adoption services
Frontenac Community Mental Health and Addiction Services	To provide service and support for those with mental health and addictions issues.	<ul style="list-style-type: none"> - Assertive Community Treatment Teams - Community Support Services - Court Support Services - Addiction Services - Housing Services - Vocational Services
Girls Inc. Limestone	To provide life-skills education and mentoring programs for girls.	<ul style="list-style-type: none"> - Girls In Action After School Program - Girls Inc. School Groups - FOCUS Program (Employment) - Summer Day Camp - Money Smart Moms Program - Girls On Fire Group Mentoring Program
Good Food Box: Kingston	To provide at-cost food baskets to members.	<ul style="list-style-type: none"> - Monthly Food Basket Program
Home Based Housing	To provide supportive housing and housing-related services in Kingston, Ontario.	<ul style="list-style-type: none"> - Housing Help Centre - In From the Cold Emergency Shelter - Lily's Place Shelter - Supportive Housing - Youth Services
John Howard Society of Kingston	To provide for the effective integration into the community of those in conflict with the law and provides, or encourages others to provide, services to those in contact with, or affected by the criminal justice system.	<ul style="list-style-type: none"> - Employment Services - Residential Services - Institutional Services - Community Services - Kingston Bail Program

Name of Organization/ Service	Mandate/Purpose/Function	Programs/Services
Kingston Community Health Centre (KCHC)	To promote individual and community health, develop holistic services delivered by a multi-disciplinary team, and work cooperatively and collaboratively with community members, community groups, and other service providers.	<ul style="list-style-type: none"> - Better Beginnings for Kingston Children - Parenting Programs - Family Visitor Program - Prenatal and Infant Groups - Community Health Team <ul style="list-style-type: none"> - Food Programs - Active Living Programs - Good Food Box - Immigrant Services - Kingston Immigration Partnership - Dental Health program - Pathways to Education - Street Health Centre <ul style="list-style-type: none"> - Hepatitis C Program - Counselling Services - Ontario Harm Reduction Distribution Program - Parenting Support & Education Program - The Youth Space Program
Kingston & Frontenac Housing Corporation (KFHC)	To provide quality affordable housing, advocate for strong communities and demonstrate respect for all. KFHC manages rent-geared-to-income (RGI) units in the City of Kingston, and the Rideau Heights neighbourhood specifically.	<ul style="list-style-type: none"> - RGI Housing Administration - Applicant/Tenant Support Services
Kingston Frontenac Lennox & Addington Public Health	To provide public health programs and services.	<ul style="list-style-type: none"> - Child & Babytalk Service - Dial-a-Dietician - Environmental Health Support - Tobacco Information Line - Sexual Health Service - Preschool Speech & Language - Living Well Phone Line - Volunteer Services

Name of Organization/ Service	Mandate/Purpose/Function	Programs/Services
Kingston Frontenac Public Library: Kingscourt Branch	To provide library and related services to Kingston and Frontenac.	<ul style="list-style-type: none"> - Book and media borrowing services - 3D Printer Meet & Greet
Kingston Literacy and Skills	KL&S works towards the development of literacy, language and skills for adults and families.	<ul style="list-style-type: none"> - Adult Education Classes - Family & Early Literacy - Language Instruction for Newcomers
Kingston Police Force	To provide policing services to the City of Kingston.	<ul style="list-style-type: none"> - Front-line Policing Services - Community Programs <ul style="list-style-type: none"> - Neighbourhood Watch Kingston - Safeguard Program - CPTED - Bike Watch
Legal Aid Ontario Family Law Duty Counsel	To provide immediate legal assistance to low-income people who appear in court without a lawyer.	<ul style="list-style-type: none"> - Legal Counsel
Partners in Mission Food Bank	To provide nourishment and hope to those served, and an opportunity for the community to share.	<ul style="list-style-type: none"> - Food Collection Program - Food Distribution Program (Food Hamper)
Pathways for Children and Youth	To provide mental health services. To offer a range of services for children and youth who have an Autism Spectrum Disorder.	<ul style="list-style-type: none"> - Mental Health Services <ul style="list-style-type: none"> - Wraparound Program - Nexus Day Treatment Service - Intensive Child and Family Service - Autism Spectrum Disorder Services <ul style="list-style-type: none"> - Intensive Behaviour Intervention Program - Applied Behavior Analysis Program - School Support Program
Pathways to Education	To help youth through tutoring, mentoring, financial support, and advocacy to ensure graduation from high school.	<ul style="list-style-type: none"> - Academic tutoring sessions in all subjects - Mentoring activities including field trips, campus tours, YMCA memberships, training and skill-building - Financial incentives such as school lunch vouchers and No Frills grocery cards - Post-secondary scholarships for \$500 for each year enrolled in the program up to \$2,000 after four years - Assistance with career exploration and planning post-secondary options for all students

Name of Organization/ Service	Mandate/Purpose/Function	Programs/Services
Queen Elizabeth Collegiate & Vocational Institute (QECVI)	<p>QECVI's mission as a diverse school community is to educate for life.</p> <p>To excel in safe and varied learning environments.</p> <p>To encourage honest work ethic and positive self-esteem.</p> <p>To prepare students for global citizenship and success in their career paths.</p>	<ul style="list-style-type: none"> - Personal Services <ul style="list-style-type: none"> - Personal Issues Assistance - Post-Secondary Education Plan - Career Choices - Job Search - Academic Services <ul style="list-style-type: none"> - Tutors - Learning Resource Teachers - Student Success Teacher - Career Centre <ul style="list-style-type: none"> - Career Exploration Software - OSAP, Scholarship and Financial Assistance - Career Information - Apprenticeship Information - Jobs Programs <ul style="list-style-type: none"> - Co-Operative Education Placements - Summer Programs - Job Search & Resume Assistance - Job Shadowing - Work Experience
Queen's University	<p>The University will build on the strength that is Queen's - students, faculty, staff and alumni - to be among the best of internationally known universities in Canada.</p>	<ul style="list-style-type: none"> - Neuroscience Outreach Program (projects focused on mental health, aging, and physical rehabilitation) - Kinesiology & Health Studies clinic <ul style="list-style-type: none"> - Centre for Obesity Research & Education - Revved Up (exercise program) - Science Rendezvous Children's Program - Volunteer Programs - Resume Services - Employment Counselling - Employment search facilitation
ReStart Employment Agency	<p>To help people prepare for, find, and keep employment.</p> <p>To provide a wide range of employment services for job seekers and employers, and by building strong networks with our community partners.</p>	
Rideau Heights Public School	<p>To serve as an elementary school for children from between Junior Kindergarten to Grade 8.</p>	<ul style="list-style-type: none"> - Regular day school program

Name of Organization/Service	Mandate/Purpose/Function	Programs/Services
Rideau Heights Tenant Advisory Group (TAG)	To serve as a means of communication with tenants about the Regeneration Project, other related events, and day-to-day neighbourhood issues.	<ul style="list-style-type: none"> - Monthly meetings open to neighbourhood residents and KFHC staff.
Salvation Army Rideau Heights/The Bread of Life Club	To provide free hot meals to those in need.	<ul style="list-style-type: none"> - Hot meal program (Last 7 days of each month)
St. Lawrence College	St. Lawrence College is dedicated to student success, academic excellence, and leadership in our communities.	<ul style="list-style-type: none"> - Volunteering Opportunities - Prior Learning Assessment and Recognition
United Way: Kingston, Frontenac Lennox and Addington	To strengthen lives by bringing together the financial resources of the region – business, labour, individuals, government, and funders – in support of a network of social service and health agencies.	<ul style="list-style-type: none"> - Poverty Reduction Initiative - Success by 6 Children's Program - Call 211 (Information Service) - Leadership Development Services - Labour Community Services - Caring for Others Program - Volunteer Centre
Victim Services of Kingston & Frontenac	To provide referral and advocacy to victims of crime and/or tragic circumstance. Assistance can be provided on scene, if referred by emergency service personnel, or by telephone.	<ul style="list-style-type: none"> - Emotional Support - Practical Assistance - On-scene crisis assistance
Youth Diversion Program	To deliver evidence based quality programs to assist youth to make positive changes and choices in their lives.	<ul style="list-style-type: none"> - SNAP (re-integration of suspended/expelled high school students) Program - Kairos (alcohol/drug counselling for youth) - Youth Court Committee (alternative justice program) - Rebound (life skills) Program - Mentoring Program - MEND (alternative dispute resolution/restorative justice) Program

APPENDIX B: STAKEHOLDERS AND GOVERNANCE COMPARISON

Case Study	Name of Plan	Leadership & Funding	Role of the City	Major Cross-Sector Involvement							
				G	H	B	N	A	C	F	
Lawrence Heights – Toronto, ON	Shaping our Community Together: Our Social Development and Action Plan for Lawrence Heights	Toronto Community Housing* ^a City of Toronto	Support	•	•		•			•	
Regent Park – Toronto, ON	Regent Park Social Development Plan	Toronto Community Housing* ^a City of Toronto Regent Park Initiative	Support	•	•		•			•	
Millican-Ogden – Calgary, AB	Millican-Ogden Community Revitalization Plan	City of Calgary* Millican-Ogden Community Association ^a	Support	•		•	•			•	
Neighbourhood Action Strategy – Hamilton, ON	Neighbourhood Action Strategy — McQueen Neighbourhood Action Plan	City of Hamilton* Neighbourhood Planning Team ^a Hamilton Community Foundation*	Support	•			•			•	•
The Meadows – Nottingham, UK	The Meadows Tomorrow: Meadows Neighbourhood Plan	City of Nottingham* ^a Community Transformation Working Group	Lead	•			•			•	
New Communities Program – Chicago, IL	New Communities Program — Quad Communities: Connecting Past, Present and Future	LIISC/Chicago Lead Agencies ^a City of Chicago MacArthur Foundation*	Support	•			•		•	•	•
Yesler Terrace – Seattle, WA	Yesler Terrace Redevelopment Plan	Seattle Housing Authority* ^a City of Seattle	Support	•	•		•		•	•	•
Downtown Eastside – Vancouver, BC	Downtown Eastside Plan	City of Vancouver* ^a Local Area Planning Process Committee	Lead	•		•	•			•	

* = key funder ^a = lead organization

G = government H = housing authority B = business community N = non-profit sector A = academia C = citizens F = foundations

APPENDIX C: CASE STUDY METHODS OF COMMUNITY ENGAGEMENT

Case Study	Examples of Methods of Engagement	Key Stakeholder Responsible for Engagement
Lawrence Heights – Toronto, ON	<ul style="list-style-type: none"> • Neighbourhood ‘Planning Day’ 	<ul style="list-style-type: none"> • Toronto Community Housing Corporation • Lawrence Heights Inter-Organization Network
Regent Park – Toronto, ON	<ul style="list-style-type: none"> • Workshops • Information Sessions 	<ul style="list-style-type: none"> • Toronto Community Housing Corporation • Core Committee of Community Agency Leaders
Millican-Ogden – Calgary, AB	<ul style="list-style-type: none"> • Household Surveys • Community Engagement Events • Committees & Issue-Specific Sub-Committees 	<ul style="list-style-type: none"> • Millican-Ogden Community Association • The City of Calgary
Neighbourhood Action Strategy – Hamilton, ON (McQuesten)	<ul style="list-style-type: none"> • Asset Mapping Event • Community Engagement Events (BBQs, Block Parties) • Neighbourhood Surveys 	<ul style="list-style-type: none"> • McQuesten Planning Team • Community Developer (Social Planning Research Council Hamilton)
The Meadows – Nottingham, UK	<ul style="list-style-type: none"> • Public Meetings • Workshops • Questionnaires • Storyboards 	<ul style="list-style-type: none"> • Community Transformation Working Group • City Planners
New Communities Program – Chicago, IL (Quad Communities)	<ul style="list-style-type: none"> • Public Meetings • Sub-Committees • Resident Interviews 	<ul style="list-style-type: none"> • Lead Agencies • Taskforce
Yesler Terrace – Seattle, WA	<ul style="list-style-type: none"> • Citizen Review Committee • Design Charettes • Public Meetings 	<ul style="list-style-type: none"> • Seattle Housing Authority
Downtown Eastside – Vancouver, BC	<ul style="list-style-type: none"> • Workshops • Public Meetings • Focus Groups • Roundtable Planning • Feedback Questionnaires 	<ul style="list-style-type: none"> • Local Area Planning Process (LAPP) Committee

APPENDIX D: CASE STUDY EVALUATIVE TECHNIQUES

Case Study	Process Evaluation	Outcomes/ Result Evaluation	Neighbourhood Impact Evaluation
Lawrence Heights – Toronto, ON	n/a	n/a	n/a
Regent Park – Toronto, ON	n/a	<ul style="list-style-type: none"> • Inventory of Actions • Social Health Audits 	n/a
Millican-Ogden – Calgary, AB	n/a	<ul style="list-style-type: none"> • Crime Assessment* 	<ul style="list-style-type: none"> • Door-to-door Interviews*
Neighbourhood Action Strategy – Hamilton, ON (McQuesten)	<ul style="list-style-type: none"> • Interviews to understand how priorities were implemented • Interviews with Community Developers 	<ul style="list-style-type: none"> • Follow-up Neighbourhood Study • Neighbourhood level indicators 	n/a
The Meadows – Nottingham, UK	n/a	n/a	<ul style="list-style-type: none"> • Long-term program evaluation
New Communities Program – Chicago, IL (Quad Communities)	<ul style="list-style-type: none"> • Stakeholder collaboration 	n/a	n/a
Yesler Terrace – Seattle, WA	n/a	<ul style="list-style-type: none"> • Academic performance • Follow-up neighbourhood needs assessment 	n/a
Downtown Eastside – Vancouver, BC	n/a	n/a	<ul style="list-style-type: none"> • Future development impact assessment

APPENDIX E: THEMES OF INTEREST COMPARISON

Themes of Interest	Lawrence Heights – Toronto, ON	Regent Park – Toronto, ON	Millican-Ogden – Calgary, AB	Neighbourhood Action Strategy – Hamilton, ON (McQueen)	The Meadows –Nottingham, UK	New Communities Program – Chicago, IL (Quad Communities)	Yesler Terrace – Seattle, WA	Downtown Eastside – Vancouver, BC
Youth Engagement, Programs, and Education	1) Endorse academically focused youth programs, such as <i>Pathways to Education</i> . 2) Continue adult education programming, focused on literacy and OSSD achievement.	1) Support existing programming, such as <i>Pathways to Education</i> . 2) Support programming that improves school awareness of neighborhood needs.	1) Develop community based learning programs. 2) Fund youth drop-in centre. 3) Develop youth education and employment programs.	1) School Boards can provide support to families with children in school (homework routines, etc.). 2) Support programs that encourage children to remain in school. 3) Develop leadership and mentoring programs for youth. 4) Devise volunteer opportunities for youth.	1) Provide youth academic support programming. 2) Support existing Youth Community Centre. 3) Provide youth with extra-curricular and social opportunities.	1) Develop youth experience opportunities and internships with local businesses. 2) Expand year-round recreation opportunities. 3) Create intergenerational workshops to connect younger and older demographics.	1) Create after-school programming, dedicated to improving educational attainment. 2) Fund early-childhood programming.	1) Provide early-childhood care programming. 2) Promote youth educational attainment. 3) Create an advisory group for at-risk youth.
Safety and Security	1) Create volunteer opportunities for residents interested in community safety. 2) Promote development of family unity and personal support networks. 3) Improve communication and cooperation with police.	1) Encourage good community design. 2) Promote positive police-community interaction. 3) Support efforts in crime and harm reduction.	1) Promote police supported programming. 2) Provide community crime awareness. 3) Conduct community safety audits.	1) Develop an anti-drug campaign for youth. 2) Support lone-parent families in child supervision. 3) Educate community regarding waste management. 4) Improve recreational programming for teens.	1) Improve police surveillance on known areas of drug activity. 2) Create programs to provide youth with alternatives to crime.	1) Collect and analyze crime statistics to understand problem areas. 2) Organize a working group to address safety concerns.	1) Disseminate public safety information. 2) Increase police presence on foot and bike. 3) Conduct community safety audits. 4) Promote <i>Crime Prevention through Environmental Design</i>	1) Increase police presence. 2) Focus drug enforcement on gang related crime.

Themes of Interest	Lawrence Heights – Toronto, ON	Regent Park – Toronto, ON	Millican-Ogden – Calgary, AB	Neighbourhood Action Strategy – Hamilton, ON (McQueen)	The Meadows – Nottingham, UK	New Communities Program – Chicago, IL (Quad Communities)	Yesler Terrace – Seattle, WA	Downtown Eastside – Vancouver, BC
Service Coordination	1) Promote shared agency spaces, and seamless service delivery. 2) Develop effective information dissemination methods, with awareness of internet connectivity challenges, and internal community isolation.	1) Promote information sharing between service providers. 2) Coordinate provider operations.	<i>Theme not addressed</i>	1) Support community centres and siting of services at such locations. 2) Better inform residents of upcoming community activities. 3) Partner with local university, particularly regarding nursing/public health projects.	1) Improve outreach and support to residents with disabilities.	1) Develop a directory of health and social services. 2) Create and strengthen partnerships between service providers.	1) Bi-annual healthcare needs assessments to prioritize resource allocation.	1) Integrate addiction services with other health services, including treatment centres and safe injection sites. 2) Focus drug policy on prevention, enforcement, treatment, and harm-reduction.
Community Identity	1) Connect with other communities through shared facilities. 2) Celebrate community identity. 3) Foster community pride through resident associations.	1) Prioritize inclusion of residents in planning processes. 2) Promote continued communication between residents and community stakeholders.	1) Celebrate positive events in the community. 2) Plan community cleanup days. 3) Conduct community safety audits.	1) Plan engagement events and community building exercises. 2) Create a coffee house where residents can interact. 3) Enhance community gathering spaces.	1) Create and support partnerships amongst community stakeholders. 2) Promote arts and cultural events.	<i>Theme not addressed</i>	1) Provide opportunities for public participation during the redevelopment process. 2) Improve the Community Centre to make it an epicentre of social and cultural life. 3) Celebrate community cultural events.	1) Improve cultural amenities at community centres.

Themes of Interest	Lawrence Heights – Toronto, ON	Regent Park – Toronto, ON	Millican-Ogden – Calgary, AB	Neighbourhood Action Strategy – Hamilton, ON (McQueen)	The Meadows – Nottingham, UK	New Communities Program – Chicago, IL (Quad Communities)	Yesler Terrace – Seattle, WA	Downtown Eastside – Vancouver, BC
Generational Poverty	1) Build connections with employers through the <i>Lawrence-Allen Employment Services Plan</i> . 2) Develop partnerships with local universities and colleges to support residents' educational endeavors.	1) Improve community connections to employment markets. 2) Support the adjunct <i>Employment Plan for Regent Park</i> .	1) Enhance employability of residents. 2) Encourage local business development, and entrepreneurial activity.	1) Enhance employment training and skill development for youth and adults. 2) Encourage businesses to advertise and hire locally.	1) Improve transportation to downtown employment opportunities. 2) Provide adults with trades training. 3) Promote youth educational attainment.	1) Develop a support centre offering job placement, financial education, homebuyer education services, etc. 2) Develop an employment services taskforce to set priorities regarding residents' employment.	1) Promote youth educational attainment. 2) Provide career counseling and job fairs. 3) Promote connections to employment opportunities beyond the neighbourhood.	1) Incentivize local businesses to employ local residents. 2) Promote local entrepreneurship.

APPENDIX F: FOCUS GROUP QUESTIONS

Community Identity

1. How would you describe Rideau Heights to someone who has never been here?
2. How do you meet people and how do you stay connected?
 - a. Follow up: How do you hear about community events?
 - b. Follow up: How would you like to hear about community events?
 - c. Follow up: If there are community events, do you participate?
3. How much interaction do you have with surrounding neighbourhoods?
 - a. Follow up: What kind of interaction?
4. Is there anything that we missed/anything else you think is important for us to know about your community identity?

Youth Engagement, Programs, and Education

5. How are youth engaged in Rideau Heights?
 - a. Follow up: What is an example of youth engagement?
6. What is the relationship between the youth and Rideau Heights Public School?
 - a. Prompts: Could you provide more information on that? Why is it good or bad? How would you make it better?
7. Is there anything that we missed/anything else you think is important for us to know about youth?

Safety and Security

8. What are the safety concerns in your community?
 - a. Prompt: Positive safety/negative safety. Example: negative safety is that speed limits are too high; positive safety is that there is good lighting near your house.
9. How would you build a safer Rideau Heights? What would you do?
10. *If they mention crime:* How do you think you can reduce those problems?
11. Is there anything that we missed/anything else you think is important for us to know about safety and security?

Service Coordination

12. Previous exercises have identified that some services are wanted in this community – are there any services you think are missing from Rideau Heights?
13. How do you usually find out about things in your community? (ex. Artbox)
14. Is there anything that we missed/anything else you think is important for us to know about service coordination?

APPENDIX G: INTERVIEW GUIDE

Interviews were conducted with persons familiar with a particular case study, and were largely unstructured. The information sought varied considerably between interviews and thus the questions asked were not consistent between each.

Although interviews were unstructured, each undertaking did involve several essential components. These are indicated below:

1. The interviewee was explicitly informed of the right to terminate his/her participation at any point during the proceedings.
2. The interviewee was clearly informed of the purpose of the study, as well as the expected use of the information he/she provided.
3. The interviewee was asked whether he/she wished to be acknowledged by name in the report. If he/she wished to not be named, his/her anonymity was assured and he/she was queried as to how the report could appropriately identify the information source (example: Community Planning Team Member, rather than John Doe, Community Planning Team Treasurer).
4. The interviewee was thanked for his/her participation, and interviewer contact information was provided to allow the interviewee a means to ask questions at a later time.