

TO:	CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON APRIL 26, 2016
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	LONDON STRENGTHENING NEIGHBOURHOODS STRATEGY 2017-2020 COMMUNITY ENGAGEMENT PLAN

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services:

- a) Civic administration **BE DIRECTED** to proceed with the engagement process as outlined to develop the London Strengthening Neighbourhoods Strategy 2017 - 2020; and,
- b) Civic administration **BE DIRECTED** to proceed with the Neighbourhood Decision Making Pilot project.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strengthening Neighbourhoods Initiative: Kipps Lane Strategy (May 7, 2007; Oct 27, 2008 Update; June 1, 2009 Update; March 1, 2010 Update);
- City Wide Stronger Neighbourhoods Strategy (July 14, 2008, June 22, 2009);
- London Strengthening Neighbourhoods Strategy and 5 Year Implementation Plan (Feb 8, 2010);
- London Strengthening Neighbourhoods Strategy Year 1 Progress Report (March 29, 2011);
- London's Neighbourhood Matching Fund (March 29, 2011);
- Strengthening Neighbourhoods Initiative: Argyle Strategy (May 3, 2011);
- Strengthening Neighbourhoods Initiative: Youth Community Economic Development Framework (May 3, 2011); and,
- Old East Village Neighbourhood Safety Plan (June 16, 2014).

BACKGROUND

The heart and essence of every city and community are its neighbourhoods

London's Strengthening Neighbourhoods Strategy (LSNS) is a resident driven strategy that invites and encourages resident participation and engagement to help make all of London's neighbourhoods stronger.

LSNS contributes significantly to the "Strengthening Our Community" Area of Focus in Council's Strategic Plan. The Strategy recognizes that neighbourhoods are about both **people** and **places** and how they work together to make great places to live, work and play. Strong neighbourhoods are *vibrant, connected, and engaged*. They form the backbone of our *diverse, inclusive and welcoming community*. And the strategy identifies where we can work to provide residents with *healthy, safe, and accessible* places.

The purpose of this report is to provide a brief overview of the accomplishments since 2010 when the LSNS was endorsed and implemented and outlines a go forward plan to develop a new Strategy to take us to 2020. A detailed community engagement plan and overview of the Neighbourhood Decision Making Pilot Project are proposed for endorsement.

London Strengthening Neighbourhoods Strategy (2009 – 2015)

In November 2008, over 100 residents, who felt passionately about London and making their neighbourhoods great places, responded to an open invitation to form a Resident Task Force and develop London's Strengthening Neighbourhoods Strategy (LSNS). Over an 11 month period, meeting monthly, residents shared their insights and knowledge, undertook a neighbourhood assessment, and developed the final strategy and 5 year implementation plan. This was truly a community effort. Residents presented their plan to Council and it was unanimously endorsed in February 2010.

In December of 2015, a celebration of the successful completion of LSNS was held with the community. The LSNS 5 Year Report in Appendix A details the progress of each and every strategy and action accomplished since 2010.

The passion and commitment demonstrated by the Resident Task Force and their continued involvement throughout the 5 years of implementation showed us that Londoners across the city care deeply about their neighbourhoods. LSNS has resulted in a series of tangible and intangible changes in the community and within the Corporation itself:

- Neighbourhoods and residents now play a significant role in all city building initiatives including: The London Plan, Age Friendly London, Transportation Master Plan, Cultural Prosperity Plan, Community Energy Action Plan, London's Community Economic Roadmap, and SHIFT.
- It was one of the City's first significant cross departmental initiatives - it has proven to be very successful and has opened the doors for increased collaboration across the Corporation and increased opportunities for resident engagement and resident-led opportunities.
- A series of new programs and tools were developed to support residents to care for and create more vibrant neighbourhoods, connect with their neighbours and to become community leaders: Adopt-A-Park -Street -ESA, SPARKS! Neighbourhood Matching Fund, the Neighbourhood Safety Audit, Walk-to-Shop, Neighbourhood Association Guide, Neighbourhood Event Booking, NeighbourGood London web site and more. These legacy programs will continue to support residents in realizing the vision of LSNS for many years to come.

Moving Forward/Next Steps

To support Council's focus on "*Strengthening Our Community by building vibrant, connected and engaged neighbourhoods*", which was further supported through the multi-year budget process, Civic Administration is proposing to:

- A. Develop a new London Strengthening Neighbourhoods Strategy 2017 to 2020 (LSNS 2); and,
- B. Conduct two pilot projects on neighbourhood decision making.

These will focus on Council's desire to **support neighbourhood driven activities and decision making** and build upon the many other city building initiatives that have taken place within the last 5 years. The following core principles will guide this work:

- The heart and essence of every city and community are its neighbourhoods. Strong neighbourhoods are about people and places and how they work together to make neighbourhoods great places to live, work and play;
- A strategy for stronger neighbourhoods will impact every neighbourhood and contribute to the quality of life for everyone; London is stronger when ALL its neighbourhoods are stronger;
- Residents will lead the change! They know what's best for their neighbourhoods and will support what they create;
- The new strategy will build upon LSNS (2010-2015) and the many other city building initiatives that have taken place in the last 5 years; and,
- Collaborative effort will include many community stakeholders, organizations, businesses, and staff from several City of London Service Areas.

A. London Strengthening Neighbourhoods Strategy (2017-2020) (LSNS 2)

Over the next several months (May to October), Civic Administration will work with neighbourhood stakeholder groups to engage with Londoners across the city. The goal through this engagement period is to **connect with 100 residents in each neighbourhood** (Planning District) to gather input that will inform the development of LSNS 2 that will support neighbourhood driven activities and decision making.

Engagement will occur through three phases (more details available on the engagement plan in Appendix B):

- 1) Share information through social media, at community events, etc. to build awareness;
- 2) Collect information from residents through a variety of engagement activities to seek input on what a strong neighbourhood is and how the city can support more neighbourhood driven activities and decision making; and,
- 3) Bring people together and continue resident and organization engagement to collect further information, share what we have found out and support residents to develop LSNS (2017-2020).

This engagement process will provide opportunities for Councillors to participate at the neighbourhoods and Ward level. Civic administration will support residents to bring their new London Strengthening Neighbourhoods Strategy 2017-2020 to Council in early 2017. An annual progress report will also be developed to keep the community and City Council informed.

B. Neighbourhood Decision Making Pilot Projects

During the 2016-2019 Multi-year Budget process, Council committed one-time funding of \$30,000 in 2016 to two neighbourhoods to pilot a neighbourhood decision making project through an expanded SPARKS! program. These projects are a creative and innovative way to engage, empower, and connect residents by bringing neighbours together around community-driven projects that enhance and strengthen their own neighbourhoods.

Residents, with leadership support from their Ward Councillors and staff support, will identify, create and implement, through a variety of outreach, communication, and engagement strategies, a neighbourhood building project(s). Neighbourhoods may use funds to plant public gardens, restore environmental resources, create public art, pilot a community program, host a neighbourhood event, document a neighbourhood's history, or enhance a park or playground, to name just a few potential ideas.

These pilot projects will be undertaken in Medway Planning District and in Ward 13 (specific neighbourhood location will be determined through a resident engagement process).

Learnings from the LSNS 2 engagement process and these two pilot projects will further inform the development and allocation of Council's investment to strengthen neighbourhoods (24 neighbourhoods by 2017/18 and to all 42 neighbourhoods by 2018/19).

FINANCIAL IMPACT

The engagement strategy outlined above is supported within current approved operation budgets.

The Neighbourhood Decision Making Pilot projects will be supported by the allocation of \$30,000 in 2016. This funding was approved under Additional Investment Business Case #13 – London Strengthening Neighbourhoods Strategy as part of the 2016-19 Multi-Year Budget. This approved business case also includes ongoing funding of \$250,000 per year starting in 2017 to support the rollout of the expanded SPARKS! program.

CONCLUSION

Supporting the development of a new London Strengthening Neighbourhoods Strategy and piloting of the Neighbourhood Decision Making initiative builds on Council's commitment to "*Strengthening Our Community by building vibrant, connected and engaged neighbourhoods*" through supporting neighbourhood driven activities and decision making.

This work will build on the vision set out by the original Strengthening Neighbourhoods Resident Task Force:

Our London neighbourhoods will be empowered, sustainable, safe and active communities. We will care for and celebrate each other while encouraging diversity and inclusiveness. Our neighbourhoods will be environmentally and socially responsible and will have available green space, vibrant local economies and accessible amenities of daily life.



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APPENDIX A

LONDON STRENGTHENING NEIGHBOURHOODS STRATEGY 5 YEAR REPORT



Where you live
is as important
as whom
you live with *

London Strengthening
Neighbourhoods
Strategy
5 Year Report



*Richard Florida, Author,
Who's Your City

Our London is a city of Neighbourhoods

Our London neighbourhoods will be empowered, sustainable, safe and active communities. We will care for and celebrate each other while encouraging diversity and inclusiveness.

Our neighbourhoods will be environmentally and socially responsible and will have available green space, vibrant local economies and accessible amenities of daily life.



LSNS Resident Task Force
Vision Statement

The heart and essence of every city and community are its neighbourhoods!

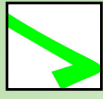
This document contains the 5 year updates from the collective ideas of a group of London residents for creating the best city we can imagine. Londoners came together in 2008 in response to a call by City of London staff for willing participants to join a task force. It was composed of a broad cross-section of people who wanted to make and keep

London and its community of neighbourhoods a wonderful place to live. Over 100 people from many different backgrounds, jumped at the opportunity - excited to take part in an endeavor that recognized, up front, that people generally know what is best for their neighbourhood, and, that their local wisdom would be valued.



LSNS 5 Year Update

This document reflects the progress made on each strategy and action item in the London Strengthening Neighbourhoods Strategy and are categorized as follows:



- **Completed/Ongoing:** the action item has been completed or is ongoing with no set end date.



- **In Progress:** some progress has been made towards the action item, but it is not yet complete.



- **Not yet started:** work towards the action has not yet commenced.



PEOPLE – ENGAGED

Strategy	Action Steps	
Support existing, and development of new community/neighbourhood associations	Investigate potential to develop a Neighbourhood Network	✓
	City of London to provide more ongoing support of neighbourhoods	✓
	Create a broad agenda for Community/Neighbourhood Association sustainability	✓
Develop a Process for and Develop Neighbourhood Action Plans (NAP)	Investigate best practices and develop a standard process for developing neighbourhood action plans	✓
	Investigate opportunities to implement Community Improvement Plans	✓
	Develop guidelines and a tool kit for developing community-led Neighbourhood Action Plans	✓
	All neighbourhoods develop a Neighbourhood Action Plan <i>(completed Kipps Lane, SOHO, Argyle, Old East Village)</i>	★
Develop a Neighbourhood Resource Centre/ Neighbourhood Hub Model for London	Investigate best practices for Neighbourhood Resource Centres / Neighbourhood Hubs	✓
	Develop and implement a London Neighbourhood Resource Centre / Neighbourhood Hub model	✓
	Promote Neighbourhood Resource Centres / Neighbourhood Hubs	✓
Engage residents with local Neighbourhood/ Community Associations	Develop Neighbourhood After 5:00 pm Networking Events	✓
	Promote fun social events in neighbourhoods	✓

PEOPLE – CONNECTED

Strategy	Action Steps	
Encourage and promote neighbourhood celebrations or events	Implement small-scale face-to-face meetings with your neighbours	✓
	Yearly get to know your neighbour day or Neighbourhood Street Party Day <i>(several neighbourhoods hold annual celebrations)</i>	★
	Have city staff help neighbourhoods who may need assistance with neighbourhood events etc.	✓
	Investigate funding and support mechanism for neighbourhood groups to hold events	✓
	Neighbourhood Showcase Competitions <i>(several neighbourhoods hold events)</i>	★
Develop a Neighbourhood Matching Fund program for community projects	Investigate best practices, to develop a funding strategy and support mechanism	✓
	Investigate opportunities for corporate sponsorship	✓
	Implement the Neighbourhood Matching Fund program	✓
	Yearly reporting and evaluation of Neighbourhood Matching Fund program	✓
Develop a model to guide management, sustainability, expansion and resourcing of community gardens	Conduct a detailed review of the existing community garden program	✓
	Establish a steering committee of all relevant partners to guide the development of the community garden model for London <i>(to be implemented in 2016)</i>	✗
	Investigate best practices	✓
	Define priority locations with need/demand <i>(to be implemented as part of the Community Garden Strategic Plan)</i>	★
	Identify potential spaces/sites for community gardens	✓
	Build a network of community garden “leaders” representing each garden in order to share information	✓
Promote community gardens and knowledge about the program	Approach media to do positive stories on the benefits of community gardening <i>(to be implemented as part of the Community Garden Strategic Plan)</i>	✗
	Develop a community garden recipe book	✓
	Encourage gardeners to donate food to food bank	✓







PEOPLE – ACTIVE

Strategy	Action Steps	
Increase political engagement and voter turnout	Determine who doesn't vote and why, in municipal elections	✓
	Investigate best practices around increasing voter turnout	✓
	Campaign around benefits of voting in municipal elections	✓
	Promote voting with employers in London	✓
Engage youth in political processes	Introduce a "Youth Day" at City Hall	✓
	Engage schools to be more involved in the political process	✓
	Invite Councillors to speak to high school classes	✓
	Encourage youth to get out and vote through a variety of different initiatives	✓
	Use existing youth councils/leadership groups to advocate the importance of voting to youth	✓
Develop a "better" measure of being active in your neighbourhood	Investigate a better measure for being active in the community <i>(currently measuring limited participation rates in only a small number of activities)</i>	★

PEOPLE – PRIDE

Strategy	Action Steps	
Provide opportunities in neighbourhoods for murals, public art, free art, etc	Develop a competition for public art	✘
	Continue to support investment in community programs for at risk youth	✔
Celebrate gateways to the City and neighbourhoods	Develop creative and unique gateways for London's neighbourhoods	✔
Provide opportunities for neighbourhood specific signage	City to develop a process that allows neighbourhoods to celebrate where they live	✔
	New neighbourhood signage/identity should be implemented when a neighbourhood is created	✔
Improve and expand upon local Clean and Green initiatives in neighbourhoods	Provide more opportunities to involve high school students	✔
	Continue to build upon the media awareness of Clean and Green initiatives	✔
	Extend Clean and Green throughout the year	✔
	Develop a system that allows tracking of who participates at a neighbourhood level	✔
	Target 9 neighbourhoods yearly that do not currently have Clean and Green initiatives	✔
	Engage university students to lead and/or participate in Clean and Green initiatives	✔
	Increase number of garbage cans and recycling receptacles available on streets	✔
Promote naturalization projects to inspire pride in local neighbourhoods	Ensure city by-laws don't hinder people from naturalizing their neighbourhoods and lawns	✔
	The City of London will support and promote naturalization projects in local neighbourhoods	✔
Create and develop more "adopt-a" programs	Develop and implement creative "adopt-a" programs in neighbourhoods	✔
	Encourage residents to care for boulevards and trees during dry spells	✔
Promotion of "little gems" in London's neighbourhoods	Identify and inventory "little gems" in all of London's neighbourhoods	✔
	Profile and promote "little gems" through a variety of avenues	✔

PEOPLE – EMPOWERED

Strategy	Action Steps	
Better connection between voters and elected officials	Investigate how Councillors can better connect on a regular basis with the community	
	Provide tools and specialized resources to educate public who are not currently connected with their elected officials	
	Investigate the possibility of Councillors holding bi-annual community gatherings	
	Increase the opportunities for Councillors to attend neighbourhood events	
	Have Councillors' votes publically available and make it easy to find on the city's web site	
Develop a "people assets inventory" database that highlights community leaders from neighbourhoods and communities of interest	Identify and develop a web database of community leaders and champions in neighbourhoods and communities of interest <i>(Some neighbourhoods have collected their own information. In addition, many community leaders/champions are members of the Community Developers Network-London)</i>	

PLACES – SUSTAINABLE

Strategy	Action Steps	
Increase support of local businesses at the neighbourhood level	Develop a Walk to Shop Awareness initiative in targeted neighbourhoods in an effort to encourage people to shop locally. (i.e. close street to traffic on a special day)	✓
	Increase support of local businesses city wide (i.e. when they start up need city support; promote business as little gem)	✓
Increase number of Londoners who car pool on a regular basis	Continue to encourage more carpooling and share-a-ride systems	✓
	Create more park and ride programs in all areas of the city	✓
	Create specific prime parking spots for car poolers	✓
Increase the number of sustainable technologies and programs used throughout the city	City of London to investigate use of sustainable technologies and programs in city facilities and projects	✓
	Build on best practices such as green roof technology, solar panels and geothermal technology for use in London projects (including planning and environmental implications)	✓
Increase opportunities and encourage biking as a means of transportation	Increase the number of buses that accommodate bikes on the front	✓
Increase opportunities and encourage biking as a means of transportation	Continue to include bicycle lanes as part of road reconstruction	✓
	Investigate best practices and implement a bicycle lending program	✓
	Develop an awareness campaign about bike paths	✓
	Develop a workplace campaign that highlights the need for secure storage of bikes	✓
Increase opportunities and encourage walking as a means of transportation	Promote walking school buses in neighbourhoods	✓
	Promote walk-to-work initiatives	✓
	Continue to promote London's trails and pathways	✓
Increase awareness of and promote creative initiatives that move neighbourhoods and the city towards a greener environment	Provide incentives to residents, community/neighbourhood groups and organizations and businesses for doing the "right" thing environmentally	✓
	Encourage more "re" development in the City through incentives	✓
	Promote corporate responsibility for things like the environment, active healthy lifestyles, etc	✓

Promote use of public transit	Explore idea of trading in an expired bus pass for a pass to a recreation centre	✘
	Subsidized bus passes/tickets for individuals going to specific destinations	✘
	Explore opportunities to offer discounted bus passes to large employers	✘
	Investigate opportunities to offer reduced fares during non-peak hours	✔
	Work with the London Transit Commission to explore the above options and to promote their current initiatives	✔
	Investigate opportunities for businesses to promote or provide bus passes to employees	✘

Note: Strategies and Action Steps relating to transportation will be referred to the Transportation Master Plan Process (SmartMoves).

PLACES– SAFE

Strategy	Action Steps	
Increase the participation in, and activity of, Neighbourhood Watch and Block Parent programs	Identify and address barriers to participation	✓
	Communities look for ways to promote Neighbourhood Watch and Block Parent	✓
	Investigate linkages for common program goals and outcomes between Neighbourhood Watch and Block Parent	✓
	Increase recruitment and membership in targeted neighbourhoods	✓
Reporting of crime statistics by neighbourhood	Explore the potential of developing a neighbourhood safety index	✓
Develop a Pedestrian/Cyclist Safety Strategy	Establish a resident led group to provide leadership to develop a Pedestrian/Cyclist Safety Strategy	✓
	Identify issues through Neighbourhood Traffic Studies	✓
	Investigate best practices to slow traffic through neighbourhoods	✓
	Research awards related to transportation plans to provide an incentive to better coordinate plans	✗
	Examine best practices for crosswalk use for persons with disabilities	✓
	Ensure construction standards are implemented and adhered to in order to maintain safety and pedestrian use in and around construction zones	✓
	Evaluate and ensure City of London operated snow removal doesn't impede pedestrian crossings <i>(see City of London Strategic Plan: Winter Maintenance Strategy – new)</i>	★
	Continue to take advantages of opportunities to educate motorists and cyclists about rules of the road	✓
	Develop recommendations to refer to Transportation Master Plan process	✓
Target neighbourhoods identified in the Neighbourhood Traffic Studies for improvement	✓	

Improve safety and walkability around schools	Develop partnership with local school boards, transportation companies and police to investigate creative initiatives to increase safety around schools	✓
	Determine the need and target necessary schools to increase number of crossing guards and/or school student patrols	✗
	Work with the City of London and the police to create school zones where speed is reduced and enforce it	✓
	Develop a strategy to engage schools and communities to encourage more children to walk to school	✓
	Identify neighbourhood schools to pilot initiatives developed above	✓
	Examine and extend no parking zones in school areas and/or opportunities for “kiss and ride”	★
Improve safety in the downtown	Increase consistency of police presence on the streets after the bars close	✓
	Decentralization of social services in the core <i>(Social Services is now located in Northeast and South London and will open in the West in 2016)</i>	★
	Through the Downtown Master Plan process, investigate option of providing vacancy rebates	✓
	Continue to promote the City’s incentive programs for Downtown Revitalization	✓
Identify and improve lighting in neighbourhoods	Develop an awareness campaign to encourage people to leave porch lights on	✗
	Work with the City of London to determine strategy/resources required to decrease wait times to replace burned out streetlights	✓
	As part of the site-planning process for all new developments, require improved lighting standards	✓
	Identify specific locations in neighbourhoods that are frequented by pedestrians that would benefit from improved lighting	★
	Investigate the installation of motion sensors to automate lighting in areas frequented by pedestrians	✗
Increase enforcement of City’s By-Laws	Work with the City of London to develop a process to ensure that by-laws are transparent, easily accessible and in a format that can be understood by the general public	✓

PLACES – SERVICES & ACTIVITIES

Strategy	Action Steps	
Develop more informal programs at community centres and other gathering places in neighbourhoods	Increase availability of free programming in neighbourhood community centres, parks, etc	✓
	Dedicate a percentage of time at community centres for low fee/no fee programs or drop-ins	✓
	Investigate opportunities for volunteers to deliver programs	✓
	Work with partners in neighbourhoods to offer programs in non-traditional places	✓
	Increase opportunities for drop-in activities at community centres, parks, etc	✓
	Increase opportunities for the community to create new programs so participants can share cost of rental	✗
	Build on models such as the Cherryhill Mall seniors programming in other London neighbourhoods	✓
	Increase use of vacant parking lots for activities like basketball, markets, etc.	✓
Increase awareness of programs and services available in each neighbourhood	Develop a “Do you know your city?” awareness campaign	✓
	Create neighbourhood specific welcome kits including materials specific to the community	✗
	Increase promotion of events, projects, programs and services through all forms of media	✓
Increase usability of City of London Spectrum Program Guide	Work with the City of London to re-vamp the current Spectrum Program Guide	✓
	Review distribution of Spectrum Program Guide	✓
Increase services and activities for youth in neighbourhoods	Develop a tool kit for youth engagement and leadership development	✓
	Work with schools and seniors homes to adopt each other and do activities together	✓

PLACES – CONNECTIVITY

Strategy	Action Steps	
Develop a Walkability Master Plan	Ensure new subdivision designs address walkability including access and connectivity	✓
	Develop a campaign for residents to submit ideas for making neighbourhoods more walkable	✗
	Improve sidewalk access at entrances to amenities	✓
	Review building codes and ensure residents can build gates in fences to increase walkability	✓
	Enforce rights and responsibilities of pedestrians	✓
Improve connectivity between neighbourhoods and to other parts of city	Improve resident involvement in Transportation Master Plan	✓
	Refer ring-road concept to the Transportation Master Plan process	✓
	Ensure connectivity of all neighbourhoods by trails/pathways	✓
	Ensure more popular trails have separate pedestrian and cycling trails as long as the Environmentally Significant Areas are not jeopardized	✗
Increase connectivity of bus routes	Partner with the LTC to investigate connectivity of bus routes between neighbourhoods in order to identify and address gaps in service	✓
	Encourage LTC to conduct survey of residents about where they see gaps in transit	✓
	Refer rapid rail system to the Transportation Master Plan process	✓
	Address gaps identified in survey in Strategy #3	✓
	Investigate possibility of small community buses to pick up and drop off within neighbourhoods	✓
	Investigate potential of partnerships with local businesses to bring patrons to their establishments	✓

Note: Strategies and Action Steps relating to transportation will be referred to the Transportation Master Plan Process (SmartMoves).

PLACES – PARKS

Strategy	Action Steps	
Increase amount of park space	Designate temporary parks	✓
	Investigate opportunities for “pocket parks”	✓
	In areas lacking park space investigate innovative opportunities to create or share park or play space through partnerships and/or purchase of vacant lots	✓
Improve accessibility, walkability, playability and connectivity of park spaces	Inventory available park space, identify gaps and assess accessibility	✓
	Information about accessibility of parks should be posted on City of London website	✓
	Increase use of parks not just for children but for teens as well	✓
	Create spaces in parks for artists to display and/or sell their work	✗
Promote parks and Environmentally Significant Areas (ESAs)	Define what ESAs are and the benefits they provide to our community and residents	✓
	Promote parks and ESAs through awareness at local events	✓
	Engage schools and environmental groups to use local parks and ESAs	✓
	Develop signage listing amenities available in each park	✓
	Investigate corporate matching initiatives for park amenities	✓

PLACES – AMENITIES

Strategy	Action Steps	
Create more informal gathering places within neighbourhoods	Investigate where the current informal gathering places are within neighbourhoods	✓
	Assess the above inventory, identify gaps and develop strategies to increase number of informal gathering places	✓
Increase use of parks and trails and improve opportunities for gathering	Ensure all parks should have shade and benches as a first priority	✓
	Areas should be identified in each park and set aside for community garden space <i>(to be implemented as part of the Community Garden Strategic Plan)</i>	★
	Promote dog parks as gathering places	✗
	Designate specific times in parks when dogs are allowed off-leash	✗
	Pilot informal activities such as chess boards in parks or community centres	✓
	Develop opportunities for activities like cafes and markets in parks	✓
Create more partnership opportunities to build amenities in parks and along trails	Invite more partnership opportunities to build amenities in parks and along trails	✓
	Develop criteria and create opportunities for neighbourhoods to come together and fundraise to build amenities in parks and along trails	✓
Ensure schools are open to the community. Overcome institutional barriers to share facilities	Work with local school boards to improve access to school spaces and ensure schools are open to the public	✓
	Increase opportunities for more evening programs, events, etc. offered by both the community and the City of London in neighbourhood schools.	✓
	Work with local school boards to identify underutilized schools which could accommodate other services and programming	✓
Develop more informal programs at community centres and other gathering places in the city	See Services and Activities: Strategy #1	✓
Create, gain access and promote community spaces within neighbourhoods	Conduct an age-based investigation on use of community centres	✓
	Develop an inventory of free and rental meeting spaces available in neighbourhoods and make it available online	✓
	Dedicate free space in community centres, libraries, etc. for community/neighbourhood groups to hold meetings and programs	✓

	Advocate other levels of government for tax incentives to places of worship, apartment complexes etc. in exchange for offering free community space	✗
	Examine City of London requirements for insurance, rental fees, permits, etc. to determine if barriers to increased access can be addressed for community events	✓
	Work with key stakeholders to develop a strategy to create more informal gathering places within community centres and libraries	✓
	Build more small-scale community centres as opposed to large, drive-to centres	✓
	See Amenities: Strategy #4	✓
Increase use of libraries	Support London Public Library in their ongoing campaign to increase use of facilities, programs etc	✓
	Promote Book mobile by coordinating its service schedule with the garbage pick up calendar	✓
	Encourage partnerships between libraries and surrounding businesses to bring more people into libraries	✗

PLACES – RESPONSIVE CITY

Strategy	Action Steps	
Improve public access to City of London services	Investigate the opportunity for single point of contact for all City of London services	✓
	Explore models and best practices of government staff assuming roles as neighbourhood resource person(s) providing support, etc	✓
	Identify central city staff contacts and key point of contact for residents who have questions, concerns and/or suggestions regarding city services	✓
Increase usability of City of London website	Work with City of London staff to explore opportunities to simplify web navigation and create new web based tools	✓
	Develop Community Portal to post neighbourhood events, programs etc	✓
Enhanced promotion of the city, identifying neighbourhoods as “selling” tool	Work with key stakeholders currently involved in promoting the city and include in promotional material, the uniqueness and strength of London’s neighbourhoods	✓
Generate awareness and support of LSNS Strategy and Implementation Plan	Develop communications strategy to inform and connect with community stakeholders in order to elicit support, action and commitment of the identified strategies	✓
	Use the City of London website and other community based websites as a tool to connect community stakeholders with current LSNS strategies and initiatives	✓
	Create a yearly report card highlighting successes of LSNS strategies	✓
Better urban design of new subdivisions	Work with the City of London and key stakeholders to develop strategies early in the planning process in an effort to connect new neighbourhoods to rest of city	✓
	Review current planning practices against new attitudes about sustainability and provide input through the next Official Plan review process	✓
	Provide input into the Official Plan review process that identifies such topics as: mix of businesses and homes, multiple land uses in new developments	✓
	Ensure lighting and sidewalks are in place in new developments as soon as residents move in	✓
Strengthen the current Planning Process	Investigate the opportunity to hold a Neighbourhood Planning Summit to identify strengths and challenges with the planning process in the City, consider alternative models and create an action plan	✗
	City staff develop a series of Planning Education workshops to help residents become more aware of and more involved in the planning process	✓
	Generate more opportunities, through planning and zoning, to enable small businesses to enter neighbourhoods	✓
	City to provide resources and teach skills to allow residents to better participate in the planning process	✓
	Education of Residents for Planning Process	✓
Improve resident engagement	City of London to build on the current Community Engagement processes	✓

Neighbourhoods are about people and places and how they work in partnership to make great places to live, work and play.

London's Strengthening Neighbourhoods Strategy is a resident driven strategy that invites and encourages resident participation and engagement to help make all of London's neighbourhoods stronger.



For the full London Strengthening Neighbourhoods Strategy and Implementation Plan documents go to www.london.ca/neighbourhoods

APPENDIX B

PROPOSED ENGAGEMENT PROCESS

Highlighted below are a variety of techniques city staff will engage in from May to November, 2016 in order to achieve the engagement goal of **connecting with 100 residents in each neighbourhood** to gather input that will inform the development of a new LSNS that will support neighbourhood driven activities and decision making.

Formats	Techniques	Outcomes	Potential Stakeholders
Sharing Information (May and June)	Social Media	Awareness of Engagement Process	Media, local neighbourhood/ community groups, organizations
	Media Release		
	Email Blasts	Awareness of the input opportunities throughout the summer and early fall	
	Booths at Neighbourhood Events		
	Poster and Flyers		
Collecting & Compiling Information (June to September)	Online Survey/Printed Survey	In-depth understanding of residents' perception of what a strong neighbourhood is and how the City can support neighbourhood driven activities and decision making	All London residents
	Group Conversations/ Kitchen Table Conversations		Local neighbourhood/ community groups
	Photo Contest		Open to all London residents
	Intentional Connections with key stakeholder groups		Local neighbourhood/ community groups and organizations
Bringing People Together (May to November)	Two City-organized Events (Launch & Wrap-up)	In-depth understanding of residents' perception of what a strong neighbourhood is and how the City can support neighbourhood driven activities and decision making	City staff supported
	Neighbourhood Open House Events		Local neighbourhood/ community groups
	Neighbourhood Tours and BBQ		Local neighbourhood/ community groups
	Neighbourhood Pop-Ups		City staff supported
	The outcome of the engagement process and pilot projects will help to identify the appropriate methods to develop the strategy document.	Development of LSNS 2017-2020	Open to all residents, groups, associations, organizations, businesses, etc

Photo Contest

The photo contest would invite residents to submit photos showing what they love about their neighbourhood. The contest would be used to connect with a broader section of our community, particularly younger residents. The photos would form part of the input from the public, visually representing what residents like in their neighbourhood.

Engagement Events (Launch and Wrap-up)

City of London staff will organize two events to launch and wrap up the engagement process. These events will be fun, engaging and focused on attracting a broad spectrum of London residents. The first event in May will inform the public of the various engagement opportunities throughout the summer and initiate the conversation. The second event in October will share the input received and begin to develop LSNS 2.

Open Houses

Led by neighbourhood groups and/or City Councillors, these events are open to the public. Groups and Councillors who choose to host an open house, will be offered support in promoting the event, securing a location, and support facilitating the conversation. Participants would be invited to discuss and record their thoughts on the subject of neighbourhood level decision making and activities.

Neighbourhood Tours

Led by neighbourhood groups and residents, the tours will allow neighbours to go for a walk through their neighbourhood, discuss issues and opportunities before arriving at a park or backyard where discussions can be focused on neighbourhood activities and decisions. Groups who choose to organize a neighbourhood tour, will be offered support in promoting the event. City Councillors and staff may also be invited to participate in the tour and/or assist in facilitating the conversation.

Pop-Ups

Pop-Ups are fun interactive activities that city staff will hold in public spaces like parks. The goal of the activities is to engage residents, through conversations and surveys, to talk about their neighbourhood. City staff will lead these activities in neighbourhoods without active neighbourhood or community associations.